

# Sales Management

THE MAGAZINE OF MARKETING



## How to Get Salesmen To Listen, Learn, and Love It

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## What Makes Your Salesmen Do the Things They Do?

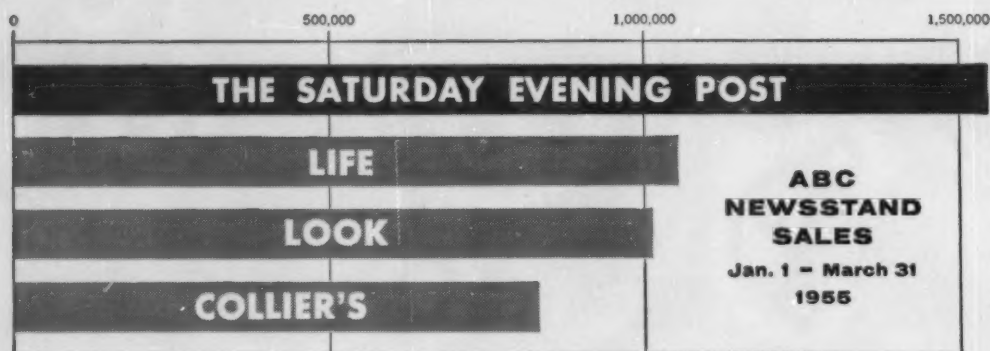
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## Salesmen Who Sell to U. S. Steel Meet the Test of "Thoroughness"

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significant. Figures just released by the Audit Bureau of Circulations show the net single copy (newsstand) sales of the four leading general magazines for the first quarter of this year. Here they are:



The size of the Post's lead is impressive. But its significance to advertisers (as a measure

of editorial vitality) is even more important.

The Post gets to the heart of America.



A CURTIS MAGAZINE



## You make them together...

When it comes to building a refrigerator—who's most important? The engineer, the designer, the production chief, the man on the assembly line? The fact is, they're *all* important. No matter what the product—refrigerator, TV, soup, soap or lipstick—producing it takes a *team*!

## They buy them together...

And when a refrigerator is bought, that's a matter of *teamwork*, too. Whether they're all shopping together or one does it for all, the buying *decisions* are made by the *woman* and her family.



## McCall's reaches them together...

... because McCall's is the only magazine aimed at the woman in the home in terms of the new-found "togetherness" of her family. Consequently, advertising messages on its pages get greater impact and acceptance.

McCall's, the magazine of Togetherness... Today, McCall's circulation and McCall's advertising revenues are at the highest point in history!

# McCall's



**ARE YOU** taking advantage of large-circulation magazine audience studies to help solve some of your current marketing problems? They can help.

For example, a new cross-cut audience study of 2,700,000 American Legion households (with a combined annual income of \$13 billion) provides a world of information on the buying habits of this young market of growing families, 70% of them are already living in towns with under 50,000 population and so reflect the tastes of this rapidly growing market of small communities caused by the flight to the suburbs.

As a "for instance," here are some of the facts we found out about their drinking habits: 68.2% drink alcoholic beverages. 63.7% drink them at bars and restaurants. 58.3% drink or serve them at home. "In the past 30 days," 32.2% have been served alcoholic beverages at an American Legion Post bar. Here is how their tastes vary:

	% Who Drink or Serve at Home	Monthly Consump- tion
Blended Whiskey	27.8%	1.9 Qts.
Straight Bourbon	17.8	2.0
Gin	8.9	1.3
Scotch	8.6	1.8
Straight Rye	3.1	1.8
Brandy	3.1	1.2
Rum	2.8	1.7
Vodka	1.3	1.6
Beer	56.5	11.2
Ale	5.0	9.8
Wine	24.4	3.9

Home consumption of your brand in over 2,700,000 Legionnaires' households, can best be prompted through your consistent advertising in The American Legion Magazine. A Legionnaire's loyalty to his organization is matched only by his loyalty to advertisers in his own magazine.

Post bar consumption of your product can also be activated in 2,400 Legion Post bars (registered members of The American Legion Magazine Retail Advisory Council) through the merchandising support of this powerful Council. When they name their brand, make sure they name **your** brand.

**THE AMERICAN LEGION MAGAZINE**

**Retail  
Advisory  
Council**

720 Fifth Avenue, New York 19, N.Y.

## Sales Management

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# 1933

22 years ago

from this modest beginning... sprang a radically new departure in industrial advertising... For the FIRST TIME buyers were given a magazine devoted exclusively to product news and information.

## Printers' Ink May 4, 1933

### "Thomas' Register" Extends Its Service

"Thomas' Register," New York, has set up an equipment news division to edit and publish a new monthly publication, *Industrial Equipment News*, described as "an informative service for plant operating men and others interested in new and improved industrial equipment parts and materials."

Manufacturers of industrial products are invited to submit, without cost, descriptions of their new developments, publication of which constitutes the basic editorial purpose of *Industrial Equipment News*. "Thomas' Register's" master list of leading American manufacturers will be the basis of its distribution.

W. E. Irish, formerly with *American Machinist* and *Product Engineering* and with fifteen years of manufacturing plant experience, is editor.

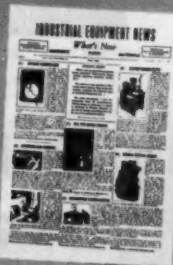
F. Morse Smith is manager of *Industrial Equipment News*, having spent the last ten years with *Factory Magazine*, both with the A. W. Shaw Company and, later, with the McGraw-Hill Publishing Company.

Offices are at 461 Eighth Avenue, New York.

The FIRST issue of  
*Industrial Equipment  
News*, May, 1933  
Circulation: 30,000  
Advertising: none

# IEN

FOUNDED 1933



# 1955

Today

*Industrial Equipment News* is the most advertised in business paper because the oftenest consulted by selectors of industrial products... Best for selling because most used for buying. \$150 influences 64,000 plus. Total distribution: more than 70,000. Number of advertisers: more than 800. Details? Send for complete DATA FILE.

Thomas Publishing Company

## Industrial Equipment News



BPA

461 Eighth Avenue, New York 1, N. Y.

NBP

... Affiliated with Thomas Register

NO. 3 OF A SERIES

## What's on the Space Buyer's mind?

### DOLLARS AND CENTS COST?

Naturally! Cost is important, but it is only one of many important criteria in the selection of markets and media. And, among the most important are those intangibles which can only be properly evaluated by the matured personal judgment of a space buying expert.

Markets, after all, are people who vary as widely in their receptiveness to new thoughts and ideas as they do in their ability to purchase advertised goods.

But, alert, progressive, actively civic-minded people are more receptive to any advertising message.

Coupled with high incidence of solid, middle class able-to-buy families this provides a market of optimum desirability.

ROANOKE is such a market!... typifies the "American Way of Life" at its best.

Roanoke's progressive newspapers dominate this active, stable, "first" market of western Virginia and its 500,000 plus "golden mean" population.

### THE ROANOKE TIMES THE ROANOKE WORLD-NEWS ROANOKE, VIRGINIA

... a demonstrated IDEAL TEST MARKET!

Write for new folder, describing the Roanoke Market Development Plan to Sawyer • Ferguson • Walker Co. National Representatives, 60 & 42 St. N. Y. 17.

## Quad-City Industrial Employment is up and steady

Employment at the large farm implement plants and at some 300 other factories is keeping pace with increased production schedules. Forecasts of a busy prosperous 1955 in the Quad-Cities have materialized into an active buying market of one-quarter million people.

The Quad-Cities offer you a good marketing opportunity. WHBF is "The Quad-Cities' Favorite."

Les Johnson, Vice Pres. & Genl. Mgr.



## one of the FIRST 100 MARKETS

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

# WHBF

CBS FOR THE QUAD-CITIES  
AM • TV -- ROCK ISLAND

Call AVERY-KNODEL — New York, Chicago, Detroit



EXECUTIVE OFFICES, 386 Fourth Avenue  
New York 16, N. Y. LExington 2-1760

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EXECUTIVE EDITOR.....A. R. Mahn  
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SALES PROM. MGR.....Christopher Anderson  
ADVERTISING SERVICES  
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RECORDS & RESEARCH.....Ellen Knauff  
PRODUCTION.....Patricia Simon

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Warwick S. Carpenter.

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ASSISTANT DIRECTOR.....Edward S. Hoffman  
SUBSCRIPTION MANAGER.....C. V. Kohl  
\$8.00 a year; Canada, \$9.00; Foreign \$15.00

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(Quarterly, Part II of SALES MANAGEMENT);  
editorial and production office: 1200 Land Title  
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eral Manager; Robert Letwin, Editor.

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GENERAL MANAGER.....Philip Salisbury  
SALES MANAGER.....John W. Hartman  
TREASURER.....Edward Lyman Bill  
VICE PRESIDENTS.....C. E. Lovejoy, Jr.,  
W. E. Dunsby, R. E. Smallwood

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Member



June 1, 1955

Volume 74

No. 12

SALES MANAGEMENT

# BBDONewsletter

- 1 Air Raves
- 2 Double Duty
- 3 Farmer's Market
- 4 TV Box Office



**1 Satisfied customers** make highly satisfied copywriters for Trans World Airlines' new Super-G Constellations. After opening the biggest promotion in its 30-year history with newspaper spreads and magazine color ads, TWA decided to interview the passengers themselves. Glowing testimonials show why business on non-stop coast-to-coast flights, where Super-G's are used, jumped 121 per cent in one month.



**2 Telling government** and business leaders about its new and better aircraft and its progress in atomic research, guided missiles, rocket engines and electronics, is one advertising goal of North American Aviation, Inc. Maintaining good community relations is another. This campaign by BBDONewsletter Los Angeles achieves both, gets high Starch reports in leading national magazines and plant city newspapers.



**3 Long copy** doesn't bother farmers—not when it's full of valuable product information and service helps. In a recent edition of the California Farmer, these ads for U.S. Steel, Standard Oil Company of California and Northrup, King & Co., were rated by Readex as the three highest in reader interest. Standard, in fact, outdid the front-cover photo by 25 per cent. All three by BBDONewsletter San Francisco.

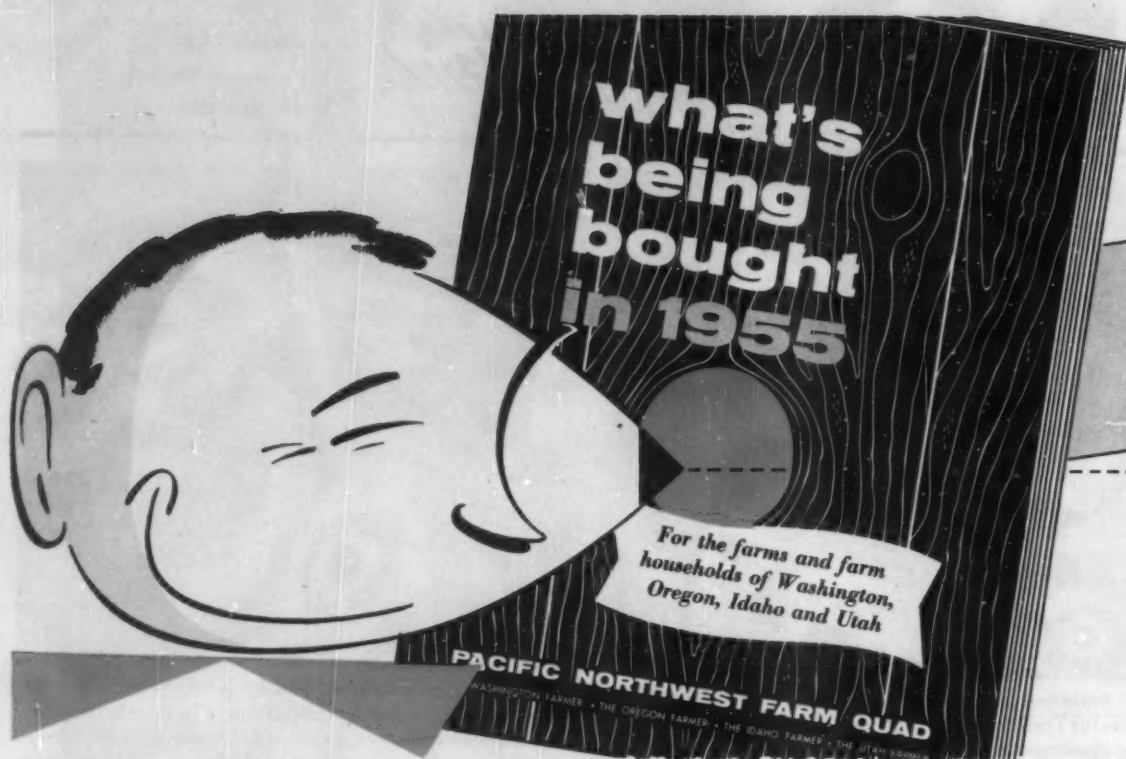


**4 Top stars** like James Stewart are helping to put "The General Electric Theater" among TV's top-rated shows. Playing a reformed gunman in *The Windmill*, Stewart joined a growing list of stage and screen personalities who have made their TV acting debut on this G-E series. Many of these television "firsts," including those by Joseph Cotten, Alan Ladd and Jane Wyman, will be telecast again this summer.

**BATTEN, BARTON, DURSTINE & OSBORN, INC. Advertising**

NEW YORK • BOSTON • BUFFALO • CHICAGO • CLEVELAND • PITTSBURGH • MINNEAPOLIS • SAN FRANCISCO • SEATTLE • HOLLYWOOD • LOS ANGELES • DETROIT • DALLAS • ATLANTA





# what's being

## for the Farms and Farm Households

How will a good part of the over one billion dollars earned in 1954 by farmers of Washington, Oregon, Idaho and Utah be spent in 1955? How does your brand rank with these buy-minded farmers, who in 1954 grossed an average \$1.33 to every average farm dollar earned in the other 44 states . . . and whose extra income equals the earning power of 61,007 average U. S. farms!

You'll find the answers to these and other important questions, given by the farmers themselves, in this 32nd edition of "What's Being Bought"—America's oldest consecutive consumer survey. It's just off the press . . . and the answers are impressive!

Reflecting the Pacific Northwest farmer's consistent prosperity, this study . . . based on a sample of 4,000 farms . . . reveals buying plans and brand preference for 127 consumer, and farm commodities—from baking powder to tractors to wallboard. It also gives you special reports on department store buying, furniture buying, building and remodeling plans, and grocery shopping habits.

"What's Being Bought in 1955" is a valuable, year-around guide to farm sales in one of America's most important farm markets. And it's yours at no cost—just for the asking! Write us direct, or contact our representatives for your copy now.

**Send for Your Free Copy Today**

The Thirty-Second Edition of the Pacific Northwest Farm Quad's annual Consumer Survey gives you 1955 Buying Intentions and Brand Preferences for—

Farm Machinery and Equipment  
Automobiles, Trucks and Accessories  
Plumbing, Heating and Cooking Equipment  
Electrical Appliances and Equipment

Food Products  
Canning Supplies  
Household Supplies  
Livestock and Poultry Feed and Supplies

Petroleum Products  
Building Material  
Clothing





# It's Out!

*your preview of  
greater FARM SALES  
OPPORTUNITIES*

**Valuable  
Survey of Farm Buying  
Now Available**

## **bought in 1955** of Washington, Oregon, Idaho and Utah

**6 YEAR COMPARISONS  
ACTUAL BUYING WITH  
BUYING INTENTIONS**

A question deserving a straight answer is—how close do farm buying plans measure up to actual farm purchases in the Pacific Northwest? Again, this study provides you with the answer.

To determine the accuracy of farm buying intentions, the Pacific Northwest Farm Quad research department has for six years in succession checked back at the end of each year with the same group of farm residents who had cooperated in the preceding buying intentions survey.

The results of all six check-back surveys—reported in this 1955 edition of "What's Being Bought" and compared with buying intentions for the same years—reveal that in 1949, 1950, 1951, 1952, 1953, 1954 Pacific Northwest farmers either bought just about as they said they would, or, as in most cases—bought more!



**THE BILLION DOLLAR  
FARM QUAD MARKET**

### ADVERTISING REPRESENTATIVES

Western Associated Farm Papers, Chicago, New York, San Francisco

GENERAL OFFICES: Spokane, Washington

STATE OFFICES: Seattle, Portland, Boise, Salt Lake City

*Pacific Northwest* **FARM QUAD**

THE WASHINGTON FARMER • THE OREGON FARMER • THE IDAHO FARMER • THE UTAH FARMER

**NET PAID CIRCULATION OVER 190,000 EACH ISSUE**

GET THE **BIG PROMOTION IDEA**  
**THE QUICK...EASY WAY**  
**SEND FOR THIS**  
**Free Book**



It's crammed full of new selling "gimmicks" for king size impact and pint size budgets.

## HOLLYWOOD BANNERS

116 East 32nd Street, New York 16, N. Y.  
 Telephone: ORegan 9-4790

**magnific Gifts mailed**  
**direct to your customers**  
**and friends from ITALY!**



This year make a lasting impression, with gifts that are a thrill from the moment they arrive! Select from large variety of handmade treasures in Florentine leather, silver, gold-finished wood, Venetian glass, real briar, etc. Many \$1, none over \$4. Amazing buys made possible by favorable exchange rate. Shipped direct from Italy, duty free. We'll enclose card with your name. See merchandise at N. Y. office or send for free catalog.

**TESORI D'ITALIA, LTD.**  
 (Treasures of Italy)  
 1261 Broadway, Dept. 428  
 N. Y. 1, N. Y.

## LETTERS TO THE EDITORS

### GOOD, CLEAN SALESMANSHIP

Salesmanship can be injected into almost every type of work—with benefit to the salesman and those whom he serves. I saw an unusual demonstration of this fact during the National Liquefied Petroleum Gas Convention, May 1955, held at The Conrad Hilton Hotel, Chicago.

During a break between meetings I went to the men's room. Here I found an original bit of "salesmanship"—if we define salesmanship as helpful service to the customer. The washroom attendant had removed all of the usual brushes, combs, talcum powder, hair dressing, etc., from the glass shelf running the length of the room and had put them on a small table. On the glass shelf he had placed clippings of that day's newspaper headlines, brief news items chosen for general interest, even some cartoons and comics.

Men who hadn't had time to read the morning or evening paper could, at a quick glance, pick up the headlines on major events of the day or laugh and relax a few moments reading the features.

Intrigued with his thoughtfulness I talked to the Negro attendant and learned he had been doing this same thing for eight years. I tripled my usual washroom tip . . .

Now, this fellow had nothing to sell but a little service. He might have done a mechanical, uninterested (and uninteresting) job and gotten by. Instead he has devised a way to improve upon and enlarge his service—thereby increasing his take probably 50% to 100% and at the same time giving all of us a lesson in salesmanship.

Erwin S. Kleinmann

Sales Manager  
 Dearborn Stove Co.  
 Dallas, Tex.

### SALES MANAGERS AS SPEAKERS

Percy Whiting says that sales managers usually have captive audiences. ("Do Your Salesmen Doodle When You Speak?" SM, Mar. 1, p. 52). In a sense this is true, but if they know their job—and I believe most successful sales managers do—they do not treat their salesmen as a captive audience. They treat them as part of the team, talk to them man to man, and leave the "oratory" for talks they may give before outside groups.

I don't know where Mr. Whiting gets the impression that when sales managers talk to their salesmen they are under no pressure to be interesting or entertaining. If by entertaining he means being funny, I feel this is unnecessary, but certainly all sales managers in our organization—and I have listened in on some of their conferences—present their talks in an interesting way. If it is interesting, it is entertaining.

As to his comments that most sales managers and salesmen are satisfied they know all there is to know about any subject they must present, it would seem to

me that Mr. Whiting had better take a little refresher course himself. Some sales managers and salesmen did get cocky in the period of shortage when they forgot most of what they knew about selling, but I am sure if Mr. Whiting would take the trouble to check around he will not find this to be the case today. I find that most sales managers are continually trying to learn more about their subjects. All over the country sales managers are exchanging information at Sales Executive meetings, and there are hundreds of sales executives going back to school for refresher courses. This certainly does not indicate they know all about their subject or think they do. On the contrary, they recognize that there is much to learn, and as with doctors and lawyers, there is always something new. They must keep abreast of the times.

Toward the end of his article he gives some very excellent and fundamental knowledge on making talks. No one can seriously disagree with what he has to say. Obviously, of course, everyone to his own style.

G. J. Ticoulat

Vice-President  
 Crown Zellerbach Corp.  
 San Francisco, Cal.

### A POWERFUL CHALLENGE FOR EXECS

As a result of the letter below directed to each of the division sales managers of Pennsylvania Power & Light Co., we have received an almost universal request to reproduce the article, "Six Challenges for Sales Managers" (SM, May 1, p. 36), for distribution to all our supervisors in the entire Commercial Department—which includes line supervisors of the Sales Department and those dealing with customers on matters other than sales. May I have your approval to reproduce the article with full credit to SALES MANAGEMENT?

MEMO FROM J. M. STEDMAN TO PPL DIVISION SALES MANAGERS:

The editorial content of SALES MANAGEMENT magazine is, in my humble opinion, greatly improving. In the May 1 issue is an article starting on page 36 under the title, "Six Challenges for Sales Managers," which is especially valuable. It caused me to engage in a great deal of self-examination. I highly recommend it for careful reading by all functional sales managers in our organization, and believe that everyone of us will find a number of points suggested on which we can make material improvement.

J. M. Stedman

General Sales Manager  
 Pennsylvania Power & Light Co.  
 Allentown, Pa.

►Delighted to have you reproduce the article. Thanks for your qualified bouquet to the effect that our editorial content is "greatly improving" . . . like whiskey, then, we'll look forward to an ever-better old age!

(continued on page 12)

SALES MANAGEMENT

# Say "Thanks for your order" by Long Distance



## ...and watch repeat sales grow

A "Thank you" by Long Distance is like a friendly handshake across the miles.

In a warm and personal way it tells your customer you appreciate his business. And it helps *your* business, too.

For besides building good will, "Thank you" calls help to build repeat sales. Hundreds of firms have found that acknowledging orders by telephone is an idea that pays for itself many times over.

Why not try it on the next orders you get from out-of-town customers? It will mean a lot to them. It may mean a great deal to you.

### LONG DISTANCE RATES ARE LOW

Here are some examples:

Philadelphia to Baltimore . . . . .	55¢
Boston to New York . . . . .	75¢
St. Louis to Cincinnati . . . . .	\$1.00
Atlanta to Chicago . . . . .	\$1.35
Los Angeles to Pittsburgh . . . . .	\$2.35

These are the daytime Station-to-Station rates for the first three minutes. They do not include the 10% federal excise tax.

CALL BY NUMBER. IT'S TWICE AS FAST

BELL TELEPHONE SYSTEM







*months before publication...*

**thousands of  
oil men need**



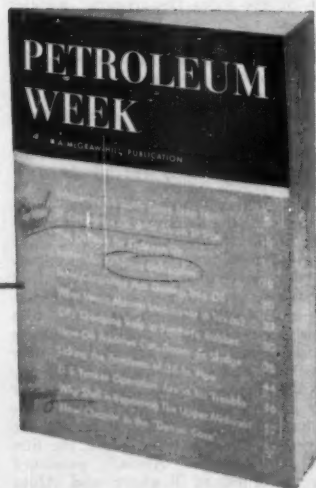
# subscriptions prove Petroleum Week

**Petroleum Week subscriptions are pouring in!** We had hoped to have about 3500 paid subscriptions by July—yet, at the end of March, subscriptions had passed the 7000 mark!

**Mail returns are unusually high**—seven times what is considered a good response for mail order selling of new subscriptions!

**This intense interest proves again the pressing need for Petroleum Week.** In survey after survey oil men have *said* they need Petroleum Week. Now these men are *proving* they want Petroleum Week—backing up their words with orders.

**Put this exciting new sales tool to work for you!**




**You can cash in on oil men's intense interest in Petroleum Week.** Your advertising message will develop extra impact, will gain added effectiveness through the cover-to-cover reader traffic created by this industry-wide, industry-deep new weekly! **Closing date for the first issue—July 8—is June 17.**

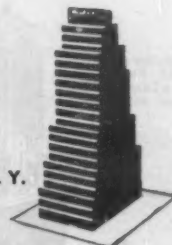


**See This  
Slide-Film  
Now!**

## PETROLEUM WEEK

330 West 42nd Street, New York, N. Y.

Cross  Communications for Men Who Matter in Oil



**A MCGRAW-HILL  
PUBLICATION**

March 1955 ABC Publisher's Statement shows\*

## CINCINNATI TIMES-STAR

NOW HAS

# 5 STRAIGHT CIRCULATION GAINS



### Check these facts:

Times-Star circulation now exceeds 160,000.

Times-Star concentrates 5 out of every 6 copies in the all important City Zone.

Times-Star is the ONLY daily Cincinnati paper to register gains with each of its last five Publisher's Statements as compared with the previous Statement.

In the last 2½ years, Times-Star circulation has jumped more than 12,000 per day.

You get maximum results when you advertise in the . . .

\*Source: March 1955 Publisher's Statement as filed with ABC.



## CINCINNATI TIMES-STAR

General Advertising Representatives—O'MARA & ORMSBEE  
New York, Chicago, Detroit, San Francisco, Los Angeles

## LETTERS

### A NEW FACE FOR AN OLD MAP

The "Time Saver List of Sources for Maps for Sales Executives" (SM, May 1, p. 78) is, on the whole, a most useful list and I'm delighted to have it for use in my library. But I do want to correct the whole item headed "Map of the Southern States," attributed to *Farm Journal*.

The map I suppose SALES MANAGEMENT meant is our Basic Marketing Map of June 1953, titled "Where Country-Side Families Predominate—Where City-Side Families Predominate." It does not identify counties according to predominance of rural or urban population in the accepted sense of those words. . . . It defines Country-Side Families as those families living in places of less than 10,000 population or on farms, specifically excluding those families living in places of under 10,000 population that are located in suburban areas of large cities. It defines City-Side families as those living in places of over 10,000 population plus those families living in places of under 10,000 population that are located in suburban areas of large cities. Which is a bit long-winded, I know, but necessary. And far removed from "urban" and "rural" which are ordinarily divided at the 2,500 population break.

The map is not a map of the southern states; it is one of the United States. It is in color though, and it is 25" x 19". Wrong wave length, mebbe?

Marguerite A. Zulick

Librarian, Commercial Research  
*Farm Journal*  
Philadelphia, Pa.

### SALES AUTOMATION

We thought SALES MANAGEMENT would be interested to know that the "Mechanization of the Sales Department" articles (SM, Dec. 13, p. 40; Jan. 1, p. 26) inspired the Sales Executives Club of Dayton to hold on Monday, May 16, what we believe to be the first meeting ever held by a sales management group on "Sales Automation." The session, sponsored by The Standard Register Co. and held in its Integrated Data Processing Workshop, was attended by nearly 100 members.

Robert Zinn, v-p sales, Standard Register, keyed the meeting with this statement from SALES MANAGEMENT—" . . . If you apply an efficiency yardstick to paperwork procedures you may discover that old routines are, to put it mildly, outdated and costly." Zinn stressed that while paperwork was a pet hate of most sales managers, the application of new systems procedures and machines can pay heavy dividends in improved customer service as well as afford many other conveniences and savings. To illustrate the improved customer service angle, the film "Making Time At Alcoa," produced jointly by Standard Register and Alcoa and depicting the latter's new system for processing orders, was shown.

Paul R. Honn

Director, Public Relations  
The Standard Register Co.  
Dayton, O.

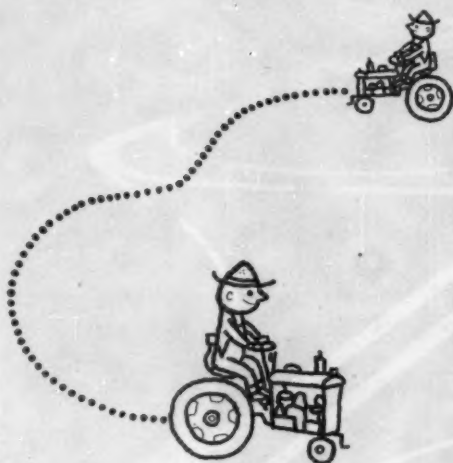
SALES MANAGEMENT

Now . . . farmers find out how to move

**FROM HERE—**



*Home of Jessie and Herbert Reeser, Argenta, Illinois, before remodeling.*



**TO HERE—**  
without  
leaving  
home!



*The same Reeser home after remodeling.*

**Exclusive new *Better Farming* service offers readers low-cost, personalized guidance for farmhouse remodeling.**

**J**UST ABOUT the biggest reward a farm family can reap from better farming is a more modern home—because that's where all better farm living begins.

Now, as close as their mailboxes, they can have the help of an outstanding remodeling consultant to transform their farmhouse into a dream home. *Better Farming* recently made it available through a unique magazine service.

A reader simply sends *Better Farming* a few snap-

shots and measurements with a brief description of the remodeling wanted. For a single, modest fee, he gets finished sketches and detailed working plans ready to begin the job.

Response of *Better Farming* readers is already impressive. Three out of four of their projects call for new heating systems, and most include new bathrooms—average cost is estimated at \$8000 for material and labor alone!

It's the same kind of response so many advertisers enjoy—when they offer a product that means better farming or better farm living to the readers of the magazine that's leading this bright new era—*Better Farming*!

Now Country Gentleman's name and aim are the same . . .

A CURTIS PUBLICATION

**Better Farming**

# *be Sure to* **SELL SYRACUSE**

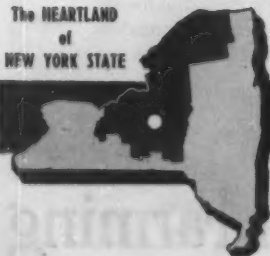


Symbolic of Syracuse's superior transportation facilities is the \$1 billion dollar New York State Thruway, longest expressway in America, and major link in the East-West highway network. At Syracuse, crossroads of the East, the Thruway meets U. S. Route 11, New Orleans to Canada.

**U**P 25% SINCE 1940! . . . Metropolitan Syracuse alone has 370,700 population — average family income of \$5,697. Syracuse is the solid core of the 15-county Central New York market, where 1,354,200 people spend over \$1.9 billion annually.

There's just one sure way to sell this big, booming market — one of the greatest Test Markets of America! The 223,103 daily circulation of the Syracuse Newspapers is the most powerful, most economical selling influence in this Heartland of New York State.

The HEARTLAND  
of  
NEW YORK STATE



Represented Nationally by  
**MOLONEY, REGAN & SCHMITT**

## **the SYRACUSE NEWSPAPERS**

**HERALD-JOURNAL & HERALD-AMERICAN**  
Evening Sunday

★ **THE POST-STANDARD**  
Morning & Sunday

CIRCULATION: Combined Daily 223,103 Sunday Herald-American 221,954 Sunday Post-Standard 101,254

**SALES MANAGEMENT**



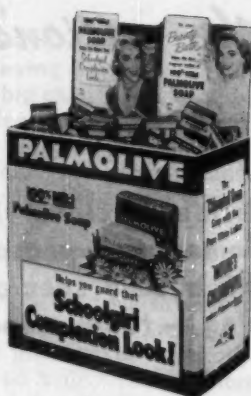


Nothing ...  
but *nothing* ...  
succeeds at the  
Point of Sale  
like a  
Gibraltar  
floor stand!



**AWARD WINNER**

Jell-O® Sleigh Floor Stand Point-of-Purchase Printing class N.Y. Employing Printers Exhibition. Litho Super Structure by Einson-Freeman.



**AWARD WINNER**

Colgate-Palmolive Floor Stand Fibre Box Association. Litho copy panel by Kindred MacLean.



**AWARD WINNER**

Colgate Howdy Doody & Santa Claus Floor Stand Point-of-Purchase Printing class N.Y. Employing Printers Exhibition. The rotating litho copy panel by Kindred MacLean.



**AWARD WINNER**

Jell-O® Salad 4-Quarters Floor Stand Fibre Box Association. Litho copy panel by Snyder and Black.



3 Entin Road, Clifton, New Jersey

NEW YORK: LACKAWANNA 4-9684

NEW JERSEY: GREGORY 1-1450

\*Jell-O is a registered trade-mark of General Foods Corporation.

7a

**Sales Management Subscribers  
selling**

# **PACKAGING**

*Are you making capital of your  
membership in the nation's most  
exclusive buyers "club"...*

**with its inside track to the men in  
your customer and prospect com-  
panies with a very special interest  
in packaging — today especially?**

Like yourself, thousands of sales executives subscribe to SALES MANAGEMENT, the only magazine edited just for them and their job needs. The passing of the seller's market is forcing them to re-examine every sales aid, even old stand-bys. Today, many have the most important voice in package-buying decisions that result in the purchase of billions of dollars of packaging yearly. But... by their own admission... the big majority of them are inaccessible — don't as a rule see salesmen.

SALES MANAGEMENT, however, gives you an intimate pull-up-your-chair approach to your fellow sales executives twice each month.

A recent survey among SM subscribers disclosed that

**61%** *planned packaging changes within the next six months*

**79%** *have an active voice in determining package design and materials.*

**The New Look in Packaging-Buying.** It's no secret to you that a big change is taking place in package-buying companies. Today packaging is much more than a laboratory research job and production problem. *It's a sales function.* The package must meet the stern demands of today's relentless competition.

In this self-service era, the package is the only "salesman" the sales executive can be sure of controlling at the point of sale. Point-of-purchase material and shelf position are unpredictable factors. But the package is on the job always—especially since its design, coloring and utility can be integrated with his other advertising and promotion.

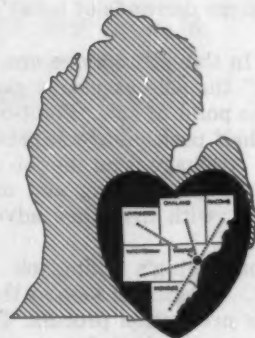
Actually packaging's selling job... like the sales executive's... begins as soon as the product emerges from the production process. The sales executive must sell the salesmen, distributors and dealers before he can expect to sell the final user. Packaging that sells, including convenient, durable and imaginative shipping cartons and containers, is one of his most effective aids in winning greater product acceptance in the trade.

## **Sales Management**

386 FOURTH AVENUE, NEW YORK 16, N. Y.  
333 N. MICHIGAN AVENUE, CHICAGO 1, ILL.  
15 EAST DE LA GUERRA, P.O. BOX 419  
SANTA BARBARA, CALIF.

Because packaging is such a hot subject with SM subscribers we have prepared a brief on "Packaging and Sales Management." It will pay you to get a copy. Why not today?

**1,350,000 Detroit Times "people"**  
**residing in the heart of**  
**the Michigan Market**  
**are going to buy and consume**  
**an awful lot of**  
**catsup—coffee—cheese—**  
**—steaks—roasts—sausage—**  
**—bread—biscuits—pies—cakes—**  
**—potatoes—beans—peas—**  
**—juices—jellies—jams—**  
**—candy—**  
**—cigarettes—**  
**—cigars and**  
**what have you**  
**in this line—**



**IN THE HEART OF**  
**THE MICHIGAN MARKET**  
*(Detroit Retail Trading Area)*

**Detroit Times Readers Spend**  
**\$500,000,000.00 Annually In**  
**Detroit Market Area Food**  
**Stores.**

**REPRESENTED NATIONALLY BY THE HEARST ADVERTISING SERVICE**



# WHAT'S GOING ON IN OKLAHOMA?

## NEW INDUSTRIES ARE GROWING!

Always a great growing state agriculturally, Oklahoma has been growing industrially, too. Manufacturing employment has nearly doubled since 1940.

In Oklahoma City the wide open spaces are sprouting new factories and warehouses. New industrial sections totalling 592 acres are filling up with plants bearing names like Goodyear, Firestone, U. S. Rubber, Kraft Foods, Bendix, Safeway, Sears, Mengel, Chevrolet and many others.

This means a harvest of 24,625 new jobs, 75,000 new citizens, 31 new shopping centers, and over 25,000 new homes in the last five years.

Growing cities mean growing sales. Your sales will grow, too, when you advertise in the newspapers growing with Oklahoma.

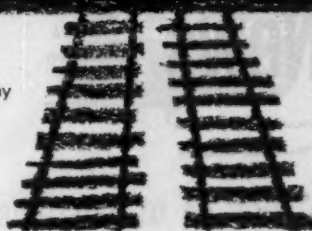


## THE DAILY OKLAHOMAN

THE DAILY OKLAHOMAN  
**LARGEST SUNDAY  
CIRCULATION IN THE  
SOUTHWEST**

## OKLAHOMA CITY TIMES

Published by  
The Oklahoma Publishing Company  
The Farmer-Stockman  
WKY-Radio • WKY-TV  
Represented by  
Katz Agency, Inc.



**RCA**  
**what**  
**have**  
**you**  
**got?**

*Your TV sets are 'way  
 out in front . . . both  
 owned and 'planned'  
 . . . in the first  
**CONSUMER ANALYSIS**  
 of greater Newark . . .  
 your dominant adver-  
 tising paid off in the*

## Newark News

"Newark  
 Newtown  
 U.S.A."

Newark 1, New Jersey  
 O'Mara and Ormsbee

## THE HUMAN SIDE



**THEY'RE OFF . . .** Those boys who turn up at sales meetings everywhere: They call themselves "The Flying Horsemen of Sales" and they are!

### The Flying Horsemen of Sales: They've Chalked up 50,000 Miles

This year marks the 10th anniversary of a triumvirate of inveterate salesmen, travelers all. They're called, by themselves and the thousands of salesmen who have listened enthralled to them, "The Flying Horsemen of Sales."

They're three Milwaukee executives who travel by plane, at least once a month, to a sales convention, trade show or any other conference interested in the profession of selling. Here they present a panel on the fundamentals of selling techniques via the picture medium, through demonstrations and by using their own voices and hearty vocabularies.

Meet Al Herr, 48, president of the Al Herr Advertising Agency. He handles the picture presentation. Usually he's the lead-off man of the 60- to 90-minute program the boys have presented to more than 65,000 salesmen, sales executives and marketing men. He's had 25 years experience combining the verbal with the visual and he always has his audiences in the palm of his cool, dry hand.

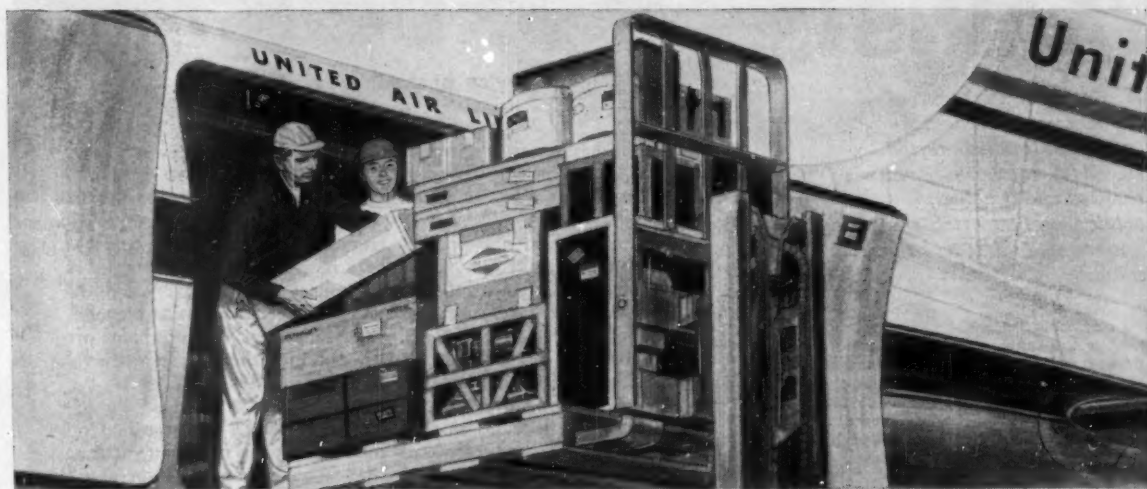
Second member of the team is Les Falk, 55, president, Wisconsin Ice and Coal Co., Inc. Les tells how and why you should demonstrate your product to sell it. He's traveled in nearly every state, demonstrating all types of merchandise. He has personally trained more than 2,000 salesmen.

Jim Dornoff, 45, v-p, Pate Oil Co., Inc., emphasizes the power of words in selling. He uses no exhibits, draws no pictures. His only selling aids are words. And Jim has a million of 'em. ". . . the salesman's most priceless tool," is what Jim says of words.

Originally there were four members of this flying, talking, demonstrating team which gets nothing for its hard work but travel expenses. The fourth was Richard Koehn, former New York Life



**"How do you keep production so steady?"**



### **One reason: United Air Lines Air Freight**

In order to maintain tight control over production schedules and prevent costly pile-ups of surplus material, many manufacturers now include fast, dependable United Air Lines Air Freight in their regular day-in, day-out operation. In this way production can be closely related to sales and inventory control, and the subsequent close timing pays off in real economy.

The most convenient way to make the most of air freight is to use United's Reserved Space Air Freight plan—which only United offers on all equipment. Reserved Air Freight moves on most of United's 254 daily Mainliner® flights and is offered after consideration of mail and express needs. Ask your nearest United office about its distinctive advantages. Or write for new booklet, "Industry's Flying Partner": United Air Lines, Cargo Sales Dept. B-6, 5959 S. Cicero Ave., Chicago 38, Illinois.



***New world-wide Reserved Space Air Freight service available to 84 countries***



The magic evolution of radiation—  
controlled by the radio tube—  
has entered its third great epoch.

## EARS!

*First came the audio stage,  
expressed in radio:  
signal, human voice and  
glorious fidelity in music*

## EYES!

*Second: video in television,  
even now changing to  
soul satisfying color.*

## BRAINS!

*And now comes the era of  
the electronic computer—  
the signal that is detected,  
stored (remembered, if you wish)  
totalled and graphed;  
solving problems too staggering  
and monotonous for the human  
mind.*

The electronic computer's base component is the radio tube. Its design and production is the brilliant product of the radio engineer. Advances in the computer, which soon will be as commonly used as the typewriter and adding machine, have been aided by "history making issues" of "Proceedings of the I·R·E".

The era of the electronic computer opens a vast new manufacturing market. The surest and most economical way to sell to it is by reaching the minds of men who design and make computers—radio and electronic engineers. "Proceedings of the I·R·E" puts your selling message monthly before the "thinking and doing" engineers in the fabulous, fast-moving radio-electronic industry. Circulation 41,625 (ABC).

**Engineers are educated  
to specify and buy!**



Insurance Co. manager in Milwaukee. Koehn was separated from the group by a transfer. The other three have carried on.

The panel was born in April 1945, when Dornoff was asked—on the usual short notice—to work out a program for the Milwaukee Sales Executives Club's monthly meeting. An unwritten law in that club is this: Once you're fingered for a job or a program, don't refuse. So Dornoff got together with a few of his luncheon companions. The round table discussion on "How to Make Your Sales Presentations Stay Presented," was so successful that it just went on and on. Word of mouth got the boys invited to other meetings.

The National Federation of Sales Executives Clubs heard about the panel and the four were asked to present it at the national convention in May 1946. After that it was *après moi le deluge*. The dam broke: Almost at once these Milwaukee executives had 14 more requests to appear in cities throughout the U. S.

Time is a big factor in the program of three busy executives, all of whom have good jobs which take first allegiance. So they accept only one engagement a month. They try to fly to the city where they're scheduled just in time for the presentation, then immediately fly back home. The most they give in any week is three days. Sometimes they cut the working time by traveling on Sundays.

### They're booked 'way ahead!

The trio has rejected as many invitations as it has accepted. They make no engagements in June, July or August. They are booked approximately six months ahead.

Their program at first tried to train salesmen but it grew into a vehicle by which "old pros" can take a new look at fundamentals of the business. It's always billed as "all meat and potatoes" and the speakers tell few jokes because they're unnecessary, says Dornoff. It's developed with the changes in sales climate. New examples are used. Television, for instance, is brought into the panel in several instances, something that couldn't be done in 1946.

The program develops as the trio flies home. The three hop on their plane and rip the presentation apart. How can it be done better? What examples are getting out of date? What new ones can be used? The result is a better program next month.

Their correspondence file points up how the reputation of a project like this grows, explains the numerous requests for performances:

From Chicago:

"I am glad to know that your program is being called for in other sales manager association meetings. It is worthy of repetition. I wouldn't mind hearing it again myself."

From Cleveland:

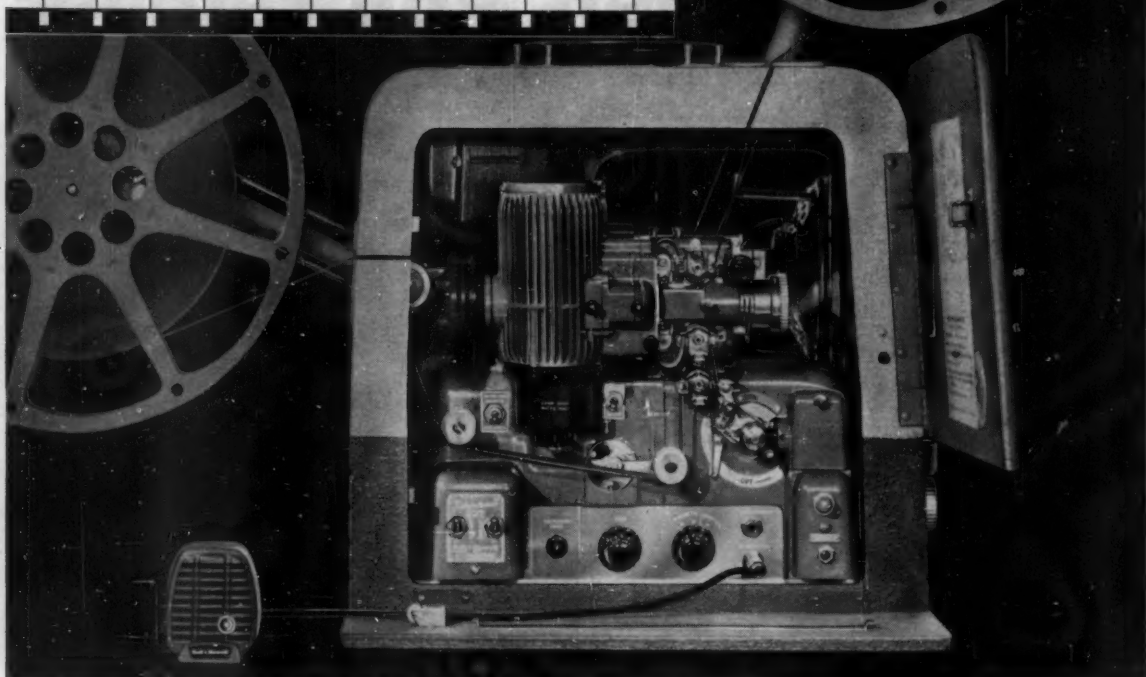
"It is conservative to say that I have personally talked with 100 men who attended. . . . Each of them was sincere and enthusiastic in his endorsement of the program. . . . Many complimentary letters have been received carrying messages of highest praise."

From Nashville:

"We were very much impressed with the outstanding part your panel played in the recent convention, and we hope to adapt the idea of 'Making a Sales Presentation Stay Presented' for the local program next month."

So the Flying Salesmen are still taking to the air. By gosh, there they go again!

EXPERIENCE LEADS TO BELL & HOWELL



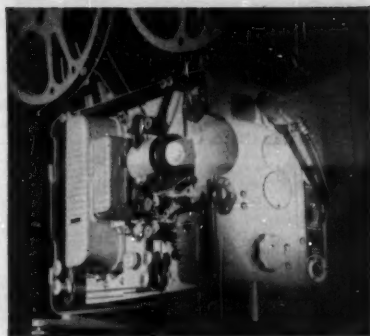
**FILMOSOUND 202** talks like a salesman! With this magnetic recording projector, your own sound movies are easy and inexpensive to make, do a "live wire" job of selling. Record *right on film*. To adapt message to new audience, change sound track.



HONORARY ACADEMY AWARD 1954  
To Bell & Howell for 47 Years  
of Pioneering Contributions  
to the Motion Picture Industry

Five ways to increase  
your selling power...

**Bell & Howell**



**BELL & HOWELL JAN** shines in auditoriums, throws twice as many light units as a standard 1000-watt, 25-hour projector.



**FILMOSOUND 285**, the easy-to-use projector you can count on for natural, flutterless sound and clear, flickerless pictures.



**BELL & HOWELL "MIRACLE 2000"** tape recorder brings honest fidelity and full frequency range to your conference room.



**TDC STEREOTONE** tape recorder combines portability with quality performance features—10" speaker, three-motor-drive.

Write for full details. Bell & Howell, 7190 McCormick Road, Chicago 45. In Canada: Bell & Howell, Limited; Toronto, Ontario.

# What else gets you retailer



## In appliances, for example...

- 5,500 go-getting outlets tied in with LOOK's 1955 Mother's Day appliance promotion
- Utilities and dealers built their local advertising around this LOOK promotion
- The next LOOK appliance promotion, in October, will attract even more tie-ins

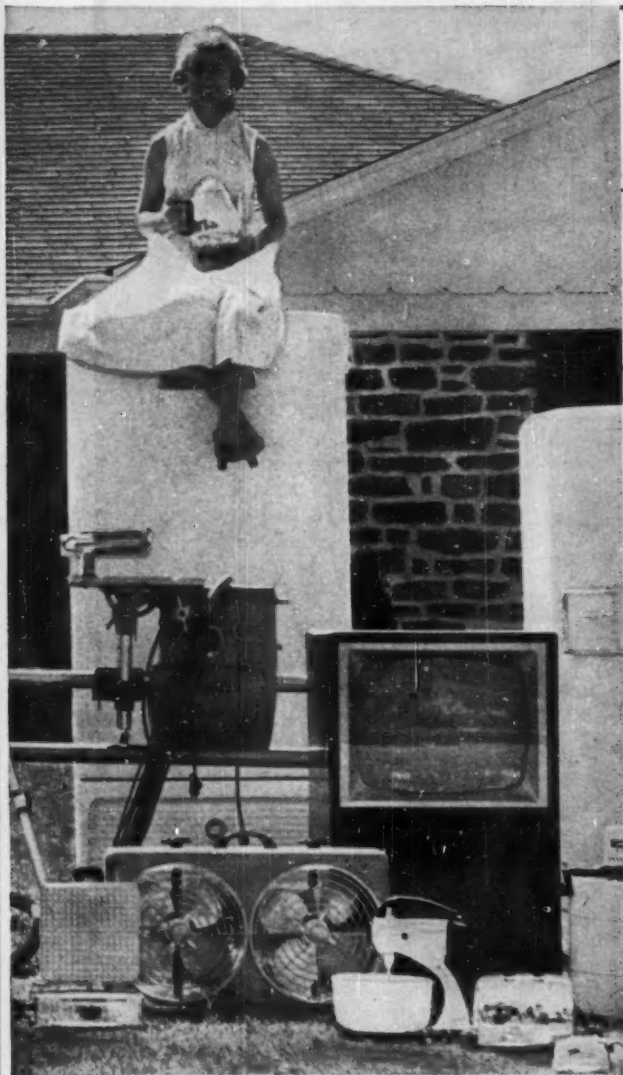
In late April and early May, 5,500 aggressive appliance outlets from coast to coast capitalized on the tremendous selling power of LOOK. They tied in with LOOK's "Make It A Great Day for Mother" promotion . . . and, on the basis of reports already in, moved a record volume of merchandise.

These stores displayed the LOOK material in their windows and on their sales floors. They used LOOK's traffic-building ideas in their newspaper and radio advertising. In short, they went all out to tie in with the selling theme of LOOK's Mother's Day promotion.

General Electric alone bought up 3,500 LOOK Mother's Day kits to insure added retail response



# response like LOOK ?



**In automotive . . .** Hot on the heels of its 2,000,000-car safety check held in May, comes LOOK's exciting Fall maintenance promotion. This event will be based on a dramatic automotive article by LOOK's George Koether, first auto editor in the weekly magazine field. We're alerting 9,000 jobbers to this great selling opportunity.



**In drugs . . .** LOOK's Fall promotion this year will be built around the home medicine chest. More than 3,000 chain and independent drug stores will give extra counter space, window display and newspaper advertising lineage to LOOK-advertised drug products. Will your product get this special attention from these large-volume druggists?



**In fashions . . .** Right now, LOOK offices throughout the nation have the official report on the results of the recent "Print Bride" promotion in 100 top stores. Ask to see it. It shows you what to expect from LOOK's "The Continental Look" promotion, which 100 stores will be set to exploit this Fall.



**In liquor . . .** LOOK's new "Hot Weather Drinking" folder, aimed at the consumer, will be used by hundreds of dealers because it gives them what they want . . . brand promotion through self-promotion. Each mailer will carry a picture of the retailer or his store. All LOOK promotions are designed to sell merchandise, not magazines.



**In menswear . . .** This month, LOOK sponsors its fifth annual coast-to-coast Father's Day promotion. These yearly promotions help to assure the success of this big selling season, so it's no wonder that over 1,000 menswear stores are tying in this year. Ask any one of these retailers how *he* feels about LOOK.



**In food . . .** The 16 LOOK food advertisers participating in the "Picnic Pickin's" promotion, breaking this month in 10,000 stores, will get hundreds of thousands of impressions in millions of lines of retail newspaper ads. Last year alone, one LOOK advertiser received mentions in newspapers with 13,000,000 circulation.

for the G-E Mobile Maid Automatic Dishwasher campaign, appearing exclusively in LOOK.

The next LOOK appliance promotion is set for mid-October. The theme is, "Be a Better Cook . . . and Housekeeper, Too." It offers you an excellent opportunity to get extra display, extra attention, extra sales for every appliance in your line.

...

Get all the facts on how LOOK can pay off for you. Contact your LOOK representative or write to: Dick Harmel, Merchandising Manager, LOOK, 488 Madison Avenue, New York 22, N. Y.

## LOOK

**moves merchandise...FAST**

## 'Asia for Asians' Is Common Cry in India



By CARL T. ROWAN  
Minneapolis Tribune Staff Writer

NEW DELHI, INDIA—I had not been in my hotel room here long enough to establish an uneasy truce with the lizards when someone slipped the following note under my door: "Why don't you go home, meddling capitalist tool, and say hello to the Asians?" I picked the note, dropped it into the waste basket after my first session with the press of the day, and went to my press conference.



## In 1999, You'll Carry Phone on Wrist



By VICTOR COHN  
Minneapolis Tribune Staff Writer

## LEWIS and CLARK Expedition



TEXT BY  
JAY EDGERTON

## AFTER LAST NIGHT



By Will Jones

## Liberace Throws a Party for Mom

HOLLYWOOD, CALIF.—Success! I now actually have seen Liberace in a silver-gray raw-silk suit that matched the silver in his hair.

## CARROLL BINDER REPORTS:

## Iraq First Arab State to Accept U.S. Policy

(This is one of a series of reports by the editorial editor of the Minneapolis Tribune on conditions and attitudes encountered during a visit to 12 countries.)

THERE IS A DISTURBINGLY large calamity in the vast and strategically vital area between Turkey and Pakistan. It is a dangerously unresolved conflict, possibly the most dangerous in the world. It is an area such as those between Israel and its Arab neighbors and India and Pakistan. It is an area of ignorance, poverty, disease and backwardness. It is difficult to understand.



with widely  
ologues  
at 50  
Ala

## What makes a newspaper great?

One mark of journalistic excellence is the kind of creative editing and reporting which prompts other editors from coast to coast to say of a story or feature, "I want that in my paper."

The newspaper features and stories represented above, originally written for the Minneapolis Star and Tribune, have in recent months been purchased and published by more than 70 leading newspapers throughout the nation.

CARROLL BINDER, famed foreign affairs expert and editorial editor of the Minneapolis Tribune, had articles on his around-the-world trip published in the Chicago Daily News,

the Louisville Courier-Journal and many other top newspapers.

VICTOR COHN, nationally known science writer of the Minneapolis Tribune, was featured in the St. Louis Post-Dispatch, Detroit News, Portland Oregonian, Winnipeg Free Press and 24 other newspapers.

JAY EDGERTON, Upper Midwest historian and editorial writer of the Minneapolis Star, authored the Lewis and Clark comic strip which also runs in the Kansas City Star, Des Moines Register and other papers.

WILL JONES, entertainment columnist for the Minneapolis Tribune, wrote a series of stories which also appeared in the Boston Globe, and

the New York World-Telegram among other newspapers.

CARL ROWAN, prize-winning Minneapolis Tribune reporter, wrote a series on his four-month tour of India which also were printed by the Detroit Free Press, Baltimore Sun, Milwaukee Journal, Pittsburgh Press and 27 other newspapers.

**Minneapolis  
Star and Tribune**  
EVENING MORNING & SUNDAY

625,000 SUNDAY • 495,000 DAILY

JOHN COWLES, President

SALES MANAGEMENT

## COMMENT

### It's Your Package!

Whenever some influence looms large as a buying stimulant, it means the sales executive has to become an expert on it. Package design is the big influence today, and you either become adept at making wise packaging decisions or take a licking at the hands of a more imaginative competitor.

Two factors force you to know more about packaging: self-service marketing to consumers; materials handling problems in industry.

Growth of self-service outlets and mounting impulse-sales statistics show clearly that packaging rates no second-cousin status in the sales executive's family of interests. In industry, with greater emphasis on materials handling efficiency, packaging improvement may well be the added sales tool to tip the scales in your favor.

One consolation to the sales manager who, even at this late date, is reluctant to face his role as packaging expert: There are plenty of signposts along the rocky road to sales-wise packaging. You may recognize many of them in "Need for Better Packaging Place Sales Chiefs on the Spot," on page 72.

### Does This Suit Help You?

Sales executives have a direct stake in the suit just filed by the Department of Justice against certain groups of publishers and advertising agencies, charging restraint of trade and price-fixing.

The Department charges that the effect of the alleged combinations and conspiracies is to:

- (a) Prevent and restrain national advertisers from placing advertising copy direct with media without employing an advertising agency.
- (b) Fix the rate of agency commissions for national advertising at 15%.
- (c) Stabilize rates for national advertising.

With two exceptions, the publishing and agency groups have been moderate in their comment upon finding themselves in the unusual position of being sued under the Sherman Antitrust Act, which came into being in 1890 with the editorial backing of many of the publications.

First, let's discuss the quick-tempered exceptions.

The suit should not be construed as an attack on the freedom of the press. Publications are dedicated to the dissemination of information, but they are also operated as commercial businesses for profit. The suit has nothing whatsoever to do with the freedom to gather and distribute information, which is guaranteed by the First Amendment to the Constitution.

Publishing firms and agencies are commercial businesses and should accept without challenge the fact that they are subject to all the laws which affect all other types of commercial businesses regardless of the nature of their product or service.

We won't attempt to weigh the merits of the suit—or the merits of the probable defense. The matter could conceivably be settled before the suit is taken into court.

## Wherever you do business, here's how to get more of it

You don't have to be located in New York to get plenty of business from advertising in The New York Times. Just ask George Natanson, director of public relations for the Republic of Bolivia.



As a result of Bolivia's advertisement in The New York Times pointing out the country's economic and tourist potential, "we have received 1,166 replies, and they are still coming in," says Mr. Natanson.

Responses came from doctors, engineers, lawyers, government officials, investment organizations, export-import firms, brokers, bankers, educators, housewives, secretaries, mechanics.

"In addition to the United States, we have heard from every European country, North Africa, and India," Mr. Natanson points out.

"There is no doubt that Bolivia, when thinking of advertising in the United States, or anywhere in the world, will think first of The New York Times."

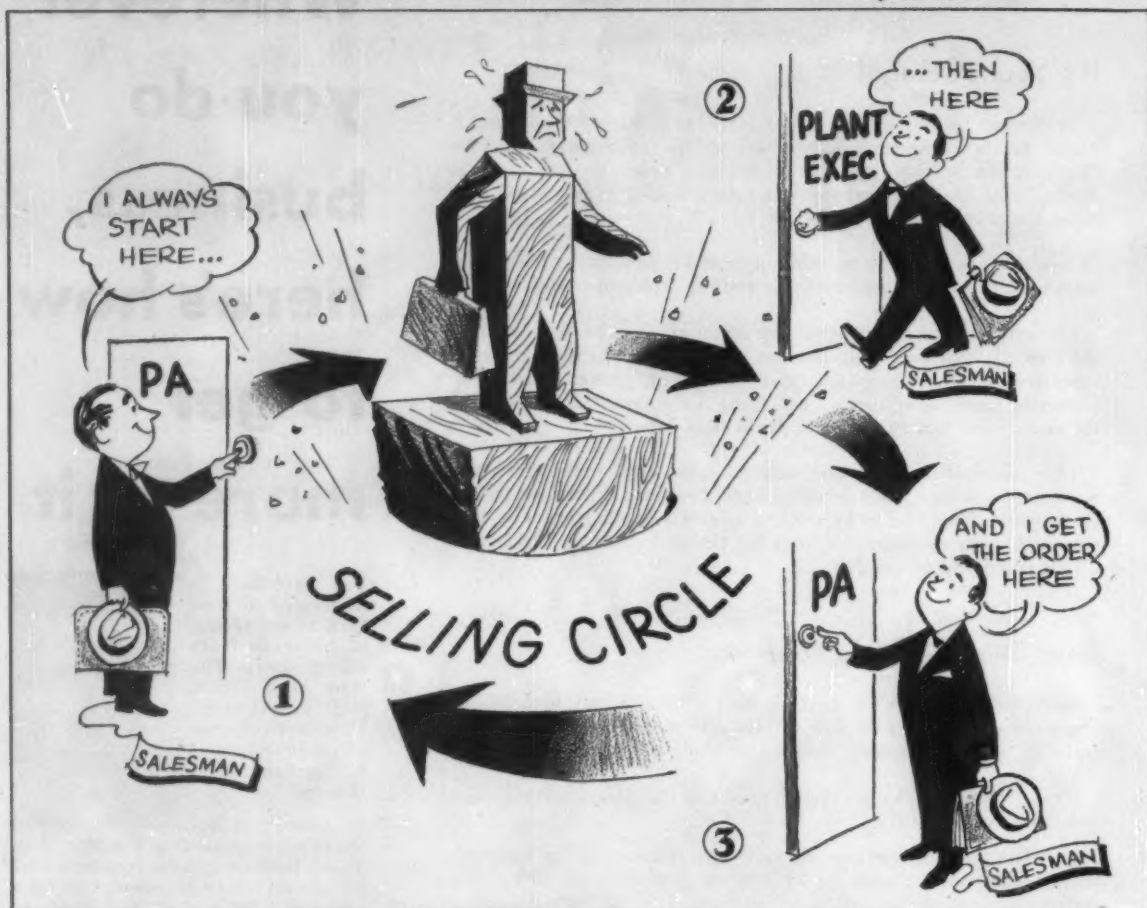
No doubt, either, that *your* advertising in The New York Times will help you, too, get more business more profitably. Advertising in The New York Times consistently produces better results. That's why The New York Times has been the advertising leader in the world's leading market for 36 consecutive years.

**The New York Times**

"ALL THE NEWS THAT'S FIT TO PRINT"



# Are Your Salesmen Too "SQUARE"



## For the "SELLING CIRCLE?"

Here's a pattern that's familiar to every successful industrial salesman. *First*, the call on the PA. By-passing him doesn't pay, for most major companies disapprove strongly of "back-door" selling. *Second*—with the PA's sanction—the call on the plant executive, whose need and desire for new equipment will be registered on a requisition. *Third*, the final call on the PA to make sure that *your* company is selected from his list of approved sources of supply. For his is the *final* buying decision.

Your advertising, too, should sell the PA first, last and always. That's why so many leading industrial advertisers make *PURCHASING* Magazine basic in their advertising planning. Recognized as the PA's own magazine since 1915, *PURCHASING* gives you the largest available coverage of industry's purchasing executives. And the quality of its editorial service is unmatched within its field—as witness its 80.9% renewal rate.

Whatever industry you sell to, *remember*—to do a complete, well-rounded advertising job, you need *PURCHASING*.

*If you sell an industrial product...*

*put PURCHASING power behind it!*

### **PURCHASING MAGAZINE**

205 East 42nd Street, New York 17, N. Y.

*A basic magazine on any industrial advertising schedule!*

NBP

EPA



A CONOVER-MAST PUBLICATION

SALES MANAGEMENT

There are many theories for the motivation of the suit:

1. It is prompted by certain advertisers who produce their own advertising copy and have sought, and been refused, a 15% discount from the publisher's rates, the 15% representing the discount a publisher would grant to a recognized agency submitting the advertising on behalf of the client.
2. The Eisenhower Administration is setting out to dispel the idea that it is dominated by publishers and big businessmen. (The attorney general, Herbert Brownell, is former chairman of the Republican National Committee.)

We've been around long enough to know that imputation of motives is no substitute for being on the right side of the facts. And the facts will come out as the suit develops, or the groups negotiate.

It is well to bear in mind certain facts:

1. The volume of advertising has grown to some \$8 billion a year because advertising is an efficient tool of business.
2. Publications have grown in circulation and influence because they produce a service which is needed and wanted.
3. Advertising agencies are processing billions of dollars worth of advertising because advertisers have found through years of experience that agencies perform a service which is worth the going asking price—15%.

No pricing system can be forced on the people of this country. The 15% agency commission is not sacred. And if there were general dissatisfaction with it, the commission system, or the rate of commission, would be brushed aside by the people, just as the Fair Trade pricing system is being dealt staggering blows under the give-and-take of buyers and sellers in the market place. Sales executives—who are responsible for the purchase of billions of dollars of advertising each year—should make their views on this suit known to publishers or to the Government. The outcome of the suit will determine how you spend your company's money.

## Can You Afford Not to Listen?

"This method will, of course, take time—time most sales managers and sales executives find hard to spare," warned Robert C. Montgomery in "How to Listen When Salesmen Air Personal Problems" (SM, May 1, 1955, p. 62).

Montgomery suggested that the sales executive, when confronted with problems brought up by his salesmen:

1. **Listen.** "More to the point than trying to play the role of nursemaid or professional advice-giver . . . is to play the part of a father-confessor—a sympathetic, interested listener—and in this way give our salesmen a greater insight into the nature of their problems so that they can solve them their own way."
2. **Relax.** "Give the individual your full, interested, and sympathetic attention . . . be friendly, but intelligently critical."
3. **Don't show your authority.** "Try to give . . . the impression that the salesman is talking to another person on his own level, and that nothing he says will be held against him."
4. **Avoid judgments.** "Avoid giving advice or passing ethical or moral judgments . . . whether or not you agree."
5. **Avoid arguing.** "Arguing interrupts [the salesman's] train of thought, prevents his free expression of ideas . . ."

We suggest that you cannot afford *not* to take the time to listen, and we agree with Montgomery that "it is time and effort well spent . . . it is time invested in one of the most important aspects of our jobs—better human relations, improved morale and, particularly vital, reduced turnover."

**P-O-P BECOMES**

# **T.N.T.**

**WITH Ad Banners**  
**BY HOLLYWOOD**

You'll blow the ceiling off your sales quota when you go P-O-P with Hollywood Banners. Any size, any shape, any color, any quantity. King-size prestige for pint-size budgets!

**SALES BRAINSTORMS** come easy when you go through our **FREE** book. Get it today!

## **HOLLYWOOD BANNERS**

116 East 32nd Street, New York 16, N. Y.  
Telephone: ORegon 9-4790

**THINGS  
CAN  
ALWAYS  
BE  
BETTER!**



**Banging your head against a wall won't solve sales problems.**

**Hile-Damroth** can help solve your problems with visual communication (films, flipovers, booklets, etc.) depending on the goal you want to reach. No matter what your objective—we will take the complete job off your hands. Our service covers every phase from field research through final production. Our clients are in heavy industry, producers of consumer products, publications, service organizations and the government.

*I'd like to see some of your ideas—no obligation.*

Name \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_



**HILE-DAMROTH, INC.**

270 Park Ave., New York City

Programs • Plans • Visual Methods for  
Sales Presentations, Training and Merchandising

# Double Win

## IN FOLDING CARTON COMPETITION...



Two highest Awards to this new flip-top boxboard package for MARLBORO long size filter cigarettes—in the 1955 industry competition sponsored by the Folding Paper Box Association of America, which attracted 6,782 entries in 4 major classifications.

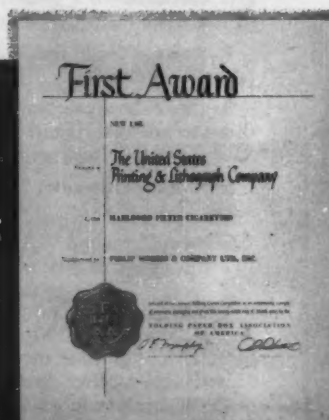
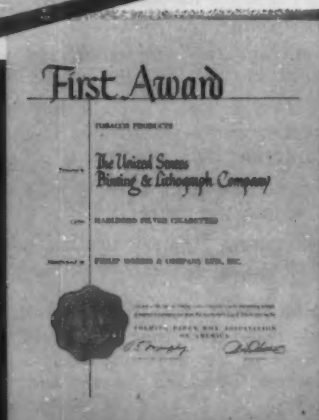
Test merchandising demonstrated overwhelming public response to appealing design and functional improvements in this new pack, which has been acclaimed as "the first new concept in cigarette packaging since the soft paper package was introduced 38 years ago."

We of U-S are proud to share with Philip Morris the significant double recognition accorded this triumphant advance in the science and art of packaging.

FIRST AWARD—Superiority According to End Use—Tobacco • United States Printing and Lithograph Company • Marlboro Filter Cigarettes • Philip Morris & Company, Ltd., Inc.

### OFFICIAL CITATIONS:

FIRST AWARD—Potential New Volume Use  
United States Printing and Lithograph Company  
Marlboro Filter Cigarettes • Philip Morris & Company, Ltd., Inc.







Individual Marlboro carton pack  
and 20/200 display carton produced  
for Philip Morris by U-S. Package  
designed by Frank Gianninoto.



J. Cullman III, executive vice president, Philip Morris & Company, Ltd., Inc., (left) receives the Award certificates from W. H. Walters, president, United States Printing and Lithograph Co.



Philip Morris exhibit at National Association of Tobacco Distributors annual convention and exhibit, Chicago, features giant replica of new Marlboro pack.



The double-winning Marlboro packages, enthusiastically approved by discriminating smokers in test cities across the country.

## United States Printing and Lithograph Company

EXECUTIVE OFFICES: Cincinnati 12, Ohio  
Sales Offices in All Principal Cities

PLANTS: Baltimore, Md.; Cincinnati, Ohio; Erie, Pa.; Milwaukee, Wis.;  
Mineola N. Y.; Redwood City, Calif.; St. Charles, Ill.



**The Detroit Free Press**  
*is proud to acknowledge  
the award of the*

*Pulitzer Prize*  
for  
*"Distinguished Editorial Writing"*  
*to this Newspaper*  
*and Associate Editor Royce Howes*

☆ It is to be expected that a newspaper singled out for editorial excellence should be able to report other noteworthy achievements.

☆ So it is significant that during the last year the Free Press has made the greatest progress of any U. S. newspaper in circulation growth—and in the first quarter of 1955 its advertising lineage gains have been greater than those of the two other Detroit newspapers.

*The Detroit Free Press is represented nationally by STORY, BROOKS & FINLEY, INC.*

## THERE ARE FEW "NATIONAL" LEADERS

The 1955 edition of the *Consolidated Consumer Analysis* (10th year) shows consumer preferences for 1,500 brands in 20 markets, 150 product classifications, reported by 55,000 families. The study is sponsored by newspapers in 20 markets, each following the research patterns developed 32 years ago by *The Milwaukee Journal*.\*

In the 150 product classifications there were only 33 where one brand was dominant to the extent of having to position in 17 or more of the 20 cities.

Brands having that high degree of dominance were Crisco shortening, Kellogg's corn flakes, Swanson chicken products, Gerber baby foods (both chopped and strained), Puss 'n Boots cat food, Hormel's luncheon meat, Maxwell House instant coffee, Scot towels, Jello-O dessert powders, Reynolds aluminum foil, Wesson oil.

Also: Johnson waxes, Air Wick deodorizers, Spic and Span cleaner, Tide detergent, Ajax cleanser, Colgate tooth paste and tooth powder, Lustre-Creme shampoo.

And: Jergens hand lotion, Toni home permanent, Helene Curtis spray net, Bayer aspirin, Pond's face cream, Gillette blades, Kleenex tissues, Palmolive brushless cream, Chevrolet cars, Easy spinner washing machines, Maidenform bras, Pall Mall cigarettes (women), Camel cigarettes (men).

More typical of the tough competitive fights is the section on toilet tissue where Scot had the dominant position in six cities; Northern, six; M.D., four; Zee Family-Pak, two; Soft-Weve, one; Charmin, one.

\*The cooperating newspapers: *The Salt Lake City Tribune and Deseret News*, *The Seattle Times*, *Oregon Journal*, *The Sacramento Bee*, *The San Jose Mercury-News*, *The Modesto Bee*, *Long Beach Independent Press-Telegram*, *The Fresno Bee*, *Phoenix Republic and Gazette*, *Honolulu Star-Bulletin*, *Duluth Herald and News-Tribune*, *St. Paul Dispatch and Pioneer Press*, *The Milwaukee Journal*, *Portland (Me.) Press*, *Herald-Evening Express*, *Newark News*, *The Washington Star*, *The Columbus Dispatch-Ohio State Journal*, *Cincinnati Times-Star*, *The Indianapolis Star and News*, *The Omaha World-Herald*.

## RADIO LISTENING IN TV AREAS

In the Detroit, Louisville and Albany-Troy-Schenectady areas, TV saturation ranges from 50% to 83%. What's happened to radio in those areas? Stations WJR, WHAS and WGY commissioned Alfred Politz Research, Inc., to get the answer.

Politz researchers found a unique advantage enjoyed by no other medium—people can and do listen to radio while doing other things, such as preparing meals, eating, housecleaning, serving, traveling to work. The percent of audience doing other things while listening to radio ranged from a high of 89% in the WGY area between 7-10 a.m. to a low of 21% in the WHAS area, 7-10 p.m.

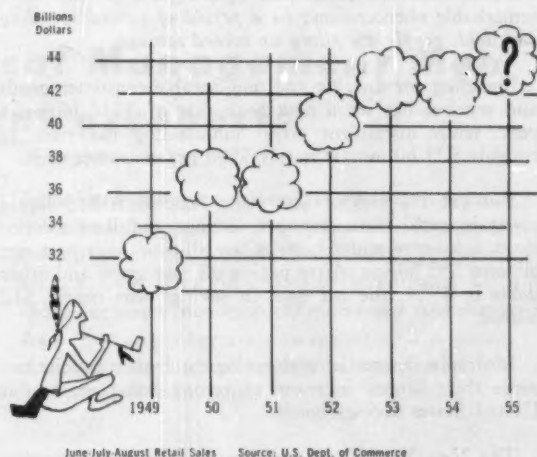
Maximum listening by rooms within the home was 67% in the kitchen before 7 a.m., 65% in the living room 7-10 p.m., 14% in the dining room 10 a.m.-1 p.m. and 40% in the bedroom after 10 p.m. In the case of the bedroom, the study does not indicate *what* was being done at the time. Maximum outside-the-home listening was after 10 p.m. in the WHAS area (32%), but at that hour it was only 4% in the WGY area, and 16% in the WJR area. Complete findings are available through the Henry I. Christal Co.

## THE TREK TO THE SUBURBS

Few mature metropolitan areas have continued to increase in population as fast as the nation as a whole, and this is even truer of the population within the corporate limits of our leading cities.

More information is available about Cleveland's

## Summers Needn't Be Dull



The Bureau of Advertising of the American Newspaper Publishers Ass'n is strengthening its drive to increase summer business.

Trends strongly favoring hot weather sales are longer vacations and weekends (giving people more time to spend, more wants to fill); highest farm income; more participation in active sports; more travel; more home owning handymen; more people with more money to spend.



families and where they live than of most other cities, thanks to the continuing studies of Howard Whipple Green, Director, Cleveland Real Property Inventory. In his most recent report he shows that 59% of Cuyahoga County's families now live in Cleveland proper, contrasted with 65% in April of 1950. That means that 41% live in the rest of the county now, as contrasted with 35% five years ago. This change markedly affects the problems of merchants in the Cleveland area and of manufacturers and wholesalers who sell to them.

Largest increases during the past five years were in the five-to-nine and 10 to 14 age groups and in the age-65-and-over group, with large decreases in the 20 to 24 and 25 to 29 age groups. . . . Largest increase in the next five years will be in the 10 to 14 and the 15 to 19 age groups and in the group of persons 65 years of age and older. Largest decreases will be in the 25 to 29 and the 30 to 34 age groups.

Taking these two five-year periods together, we see large increases under 20 years of age and in the age-65-and-older group, and really large decreases in the 20 to 24, 25 to 29 and 30 to 34 age groups.

Fewer persons in their twenties and early thirties mean decreasing sales of the merchandise these age groups usually purchase. This is already reflected in the sales of some women's ready-to-wear stores, men's clothing stores and shoe stores. It may soon be reflected in home furnishings and appliances.

## MORE SPENDING—MORE SAVINGS

Ten days ago the Securities and Exchange Commission issued a report which will provide potent material for optimists who believe that the present prosperity rests on a secure economic basis. The SEC figures pointed up a remarkable phenomenon: *In a period of record spending and debt, people are piling up record savings.*

Spending for durable and non-durable consumer goods and services has set a new peak rate of \$242 billion a year, while instalment credit outstanding has risen to roughly \$23 billion, or nearly \$500 per consumer unit.

But—at the end of last year, Americans had liquid assets in cash, bank accounts, savings and loan associations, insurance and securities, an all-time high nest egg of some \$55 billion. After paying off mortgages and other debts in 1954, the net gain in savings was nearly \$12 billion.

Insurance companies and savings and loan associations made their largest increases of record last year, as did United States savings bonds.

*The New York Times* believes that the best indication of the nation's well-being is offered by offsetting personal assets against personal liabilities.

If to the sum of liquid savings of individuals is added their non-liquid assets, they have an estimated \$398.3 billion. Their liabilities—mortgage and consumer debt—stood at \$90 billion. So the spread between the two items was a record \$308 billion on the plus side. And as the *Times* puts it, "This would appear to be a very comfortable cushion against an untoward sag in America's economy."

## THE FAIR TRADE DEBATE

Recent experiences in St. Louis and New York, where your editor served as the moderator in panel debates on fair trade and other aspects of pricing, lead to the conclusion that sales and advertising clubs looking for good programs should stage at least one such meeting a year. They bring out a big attendance and stimulate audience participation. Get a strong advocate of price maintenance on one side and a "rugged retailer" on the other—and you're set for a spirited meeting. In St. Louis we had two "naturals"—R. Harvey Whidden, VP, Sales, W. A. Sheaffer Pen Co., versus John Schwegmann, Jr., the New Orleans super market operator who has 61 fair trade injunctions hanging over his head.



## McCALL'S 500,000 TAG SALESMEN


In thousands of appliance showrooms a silent salesman now sings the virtues of Hardwick, Hotpoint, Necchi, Elna, Kelvinator, Mirro, Bendix and Norge products through "Use-Tested" tags provided by *McCall's Magazine*. Every product bearing the tag has been tested and found acceptable in the magazine's appliance test rooms.

On the reverse side of each tag *McCall's* says, "In *McCall* test rooms we test a great variety of new appliances and products. We use them to cook meals, wash clothes, clean rooms—just the way you do in your own home. That's why, when we have tested a product and like it, we believe you'll like it, too."

Then a typical tag, as for example one on the Norge automatic washer, model AW-450, tells why *McCall's* gives it a thumbs-up—including six features especially liked. The eight manufacturers have purchased a half-million tags. They like them because they bear the endorsement of a top woman's service magazine; retailers like them because they help to solve the ever-present problem of inefficiency and indifference on the part of retail salespersons. Remember the "Adventures in Shopping" series? Conditions haven't improved—but with these tags the consumers get, in layman's language, the outstanding talking points of the product, and from an unbiased source.

PHILIP SALISBURY  
Editor

SALES MANAGEMENT



Power Plant Engineers  
are *Technical Management*

***In Selling the Aviation Market...***

***Technical Management Men  
are your most important prospects***

These are the vice presidents of engineering and development, project engineers, designers, research scientists, aerodynamicists, chief engineers, purchasing agents, managers of production and maintenance, and other technical executives—even presidents—who are primarily responsible for the specification and selection of equipment and services throughout aviation.

**Technical Management Men Use Aviation Age...** to learn of new products and equipment, for reports on equipment applications and product performance, and for details of technical developments.

**More Technical Management men read Aviation Age** than any other aviation magazine...because it is the only magazine designed specifically for their information needs.



**Write for your free copy** of "Technically Speaking"—an analysis of the information needs of the aviation industry.

***The* MAGAZINE OF AVIATION'S TECHNICAL MANAGEMENT**

**Aviation Age**

NBP

A CONOVER-MAST PUBLICATION

EPA

205 East 42nd Street, New York 17, N. Y.

## THE MARKET

U. S. Steel Corp., Pittsburgh, sales and services in 1954 totaled \$3,250,400,000.

The corporation bought \$1,134,300,000 in products and services in 1954 from 50,000 suppliers of 40,000 commodities.

So the purchasing department paid out 34.8 cents for each dollar of sales.

In addition, in 1954, purchasing invested \$200 million for capital additions.

## THE BUYER

Ralph C. Moffitt, director of purchases, U. S. Steel Corp., directs the work of 230 employees, and operates under R. L. Van Cleave, assistant vice-president, purchases, and C. A. Ilgenfritz, vice-president, purchases.

Moffitt joined Columbia Steel, a U. S. Steel subsidiary in San Francisco, in 1943. He was appointed assistant to the vice-president, purchases, U. S. Steel Corporation of Delaware, in 1947.



# Salesmen Who Sell to U. S. Steel Meet the Test of "Thoroughness"

50,000 suppliers sell 40,000 commodities to U. S. Steel. The successful ones know how to spot the "X" factor in purchases beyond the price, quality, delivery, reciprocity.

**BY RALPH C. MOFFITT**

*Director of Purchases, U. S. Steel Corp.  
as told to Alvin Rosensweet*

One word is the key to why one salesman succeeds where another fails in making a sale to U. S. Steel Corp.: "thoroughness." It is the dominant characteristic the salesman must have in selling to industry.

Of course he must have a pleasant personality, poise, be vocal in his presentation, gregarious to some extent, and like people.

But the salesman who fails gives a prospect only half or two-thirds of the information he needs. The salesman who makes the sale gives 100%; the prospect can rely on him; his information is accurate, sound. He instills a feeling of confidence if for no other reason than that he makes the prospect feel that he is getting complete information, that if more is needed, it will be supplied.

He knows that his relationship with the industrial buyer is long-term and he does a lot of missionary

work before making his presentation. That's what I mean by:

**Know your prospect:** A salesman should acquaint himself sufficiently with our business so that he will know whether we can or cannot use his product advantageously.

Let's say the salesman is selling overhead electric cranes. Before calling on us he should know in general the types and kinds we use, and the conditions under which they operate.

He should know that U. S. Steel loads cranes heavily—we border on overworking them—so their construction must be rugged and heavy, with unusual design characteristics to withstand great strains.

A salesman who takes the trouble to learn these facts before calling on the U. S. Steel Purchasing Department will not waste his time or ours trying to sell us light-duty, ware-

house-type cranes. He will try to sell us a crane that is built to withstand a lot of weight, dirt, dust and heat.

Whether selling equipment or raw materials, the salesman should know how we use his product.

If he sells iron and steel scrap, he should know all kinds and qualities of scrap. He should know the effect of residual alloys on our processes. He should be able to tell us:

"Now I know what you need. I know that some scrap harms furnaces. We prepare our scrap to do a certain job and that's the kind of scrap you need."

**User Benefits:** Once he has proved to us that he knows we can use his product or raw material, the salesman we welcome tells us why it is better than others. Then he shows us how its use will result in a particular benefit to us, either in maintaining or improving the quality of our product or operation, or in reducing our present costs, immediately or within a reasonable time.

We want the salesman to demonstrate some improvement in use or performance, to point out opportunities for user benefits in the product he sells.

For instance, we've been buying a certain type of welding rod. What incentive is there for us to change to another kind? If a salesman can



prove that his product welds faster or can be used under all conditions—for example, where there is a lot of steam and not just in a dry place—we would be interested in making a change.

**Service and performance:** We regard highly the salesman who demonstrates that his firm can design equipment to give us the lowest cost per unit of production.

In his sales talk, the salesman should make clear the ability of the supplier to coordinate the manufacture of component parts. Example: Suppose we plan to install a new billet mill, which involves millions of dollars in electrical equipment. The salesman should tell us:

"We will give you maximum service and schedule manufacturing so that within 16 months you will have all equipment for the installation."

The topnotch salesman stresses the advantages of dealing with his company. He sells his company's ability to do a thorough job.

If he sells us raw material—say, iron ore from South America—it is important that he point out his company's mining, docking and shipping facilities. What we want him to tell us is this:

"We have the facilities and equipment we talk about. They don't break down. In the midst of filling the order we won't have to delay shipment while we get equipment from North America. We have good loading and other facilities to assure good delivery."

We want to know such factors whether we're buying machinery, raw material, printing or anything else. The good buyer ferrets out answers by asking questions, but the salesman should volunteer this information. The best salesman is the one who understands the conditions the sale involves, and doesn't brush over them lightly.

In discussing service and performance, some salesmen present arguments without fully understanding them. They're just messenger boys. Some send in a presentation through the mail, then call two or three days later and ask, "Did you get our presentation? What do you think about it?" They're just leg men. If we have any questions, they have to go back to their office for the answers.

**Price:** Naturally we're interested in price. But we guard against acquiring the reputation of being a price buyer. Price must be considered together with quality, suitability,

service and delivery.

Our thinking about price is confined mainly to three concepts: (1) Price bears a reasonable relation to cost plus a fair profit; (2) price is determined by conditions over which neither the buyer nor seller exercises control; (3) price is determined by competition.

A salesman isn't a cost accountant but he should know the price of his product, not merely as a dollar figure but as an amount representing certain factors with which he is intimately familiar. He should know what goes to make up the cost of his product, the present and possible future condition of its market.

He should be able to defend his price as competitive.

Having made an effective presentation and given us a price that is competitive, the salesman should then and there ask for the order without hesitation or further argument. If he finds that price is the only obstacle to closing the sale, he will quickly refigure it or prove to us that it is not too high for the value or service his product will give us.

#### **Value—Not Price Alone**

We are interested in value, not solely in the initial price but in long-run performance. Buying on price alone is like buying a cheap suit—it doesn't pay.

For instance, the raw materials we buy must meet certain physical and chemical specifications which can be checked. If a salesman sells manganese ore, and if he knows how it is used, he may be able to sell us an inferior ore for \$5 a ton less than we've been paying for the regular grade. He can do this if he can explain and prove the greater relative value of his ore—that although it is not exactly what we want, it can be used in our process.

He has created an incentive for us to buy it.

We regularly pay price differentials for evaluated advantages in performance, characteristics, delivery, service or installation. If we know that a supplier will do an outstanding job, once the equipment is installed, we may pay a higher price for his product.

Let's consider an abrasive such as grinding wheels. They are tested for performance and evaluated and purchased accordingly. What we want to know mainly is not how much the wheels cost, but how long they will last on a given job.

The important factor is not initial cost but the abrasive which lasts the

longest and removes the most metal in a controlled test which involves time, dust problems, metal removal and finished quality.

**Entertainment, gifts:** Most salesmen know that the standards of progressive purchasing management are far above free lunches, entertainment or gifts as a means of obtaining business. I recommend that salesmen keep contacts on a friendly yet strictly business basis.

There is no need or justification for gifts. Gratuities to U. S. Steel buyers are not condoned. We are absolutely opposed to such practices. We feel that money spent this way should be used to put extra value into the product we buy.

Thus we find it essential that our buyers be established in stature and compensation. They must exercise good judgment. What is perfectly all right under one set of circumstances might be offensive under others. The buyer must be impartial and ethical in his relationships with suppliers.

**U. S. Steel attitude toward salesmen:** Competence of salesmen is progressively improving, their knowledge of products, product uses and applications growing better.

The day of the high-pressure, personality-plus individual, who made the grade in industrial selling on these characteristics alone, is about gone.

There is no longer much knocking of a competitor's product. I don't say there aren't some salesmen who do it among the nearly 1,200 who call on us every week. But knocking is not a general sales tactic. The great majority of salesmen try to sell on merit.

When you interview 1,142 salesmen—that's the number that came to our reception desk here in Pittsburgh last week—it's clear why they should get right down to selling.

We try very hard to move salesmen from reception desk to buyers and out. We believe it is our duty to conserve a salesman's time as well as our own. We can't control the volume of callers but we do try to move them along.

We have many of our own salesmen in the field and we want them to get the same reception we try to give salesmen who call on us. We want them to cover as much territory as they can.

That's why we do not have specific calling hours for salesmen. We don't like to see them exactly at 8:30 a.m., when we're getting our desks in order, or at 5 p. m.; otherwise, we see them all day.

The End

# What Makes Your Salesmen

"The untapped potential in each man defies estimate," declares the Committee on Motivation of National Sales Executives, Inc., New York City, which has just issued, after three years of research, a study of motivation as a means of increasing sales effectiveness.

"Basic desires—what each of your men wants—on the job and off the job" are discussed in terms of security, recognition, response—sense of belonging, and new experience and growth. Reproduced here as an example of the data are the full texts on the desire for

## Basic Desires

What each of your men wants—on the job and off the job.

Values that the man has which he uses in finding expression for his basic desires and needs.

### Recognition

People vary in the degree to which they are influenced by what other people think of them. In each person, this is a strong motivating factor. He wants to look good in the eyes of his company supervisor, and associates; his customers and prospects; his family and friends.

#### Definitions

and interpretations of areas to be explored in the motivation interview

#### Question

areas and questions to be explored with each man to understand his motivation

#### Interpretations

in terms of possible action

## Manifested Values

### Goals in Life

Goals in life and the target he has set for himself—short-range and long-range; his hopes and aspirations. In number of goals, the extent they are not in conflict, and the possibility of accomplishment, are important in understanding his motivation.

These are the wished-for ways the person would like to have others recognize his performance.

#### Short-Range

Commendation in a sales meeting; an increase in income; a first-name relationship with a prestige customer, etc.

#### Long-Range

Advancement to special assignment, promotion to branch manager, etc.

The well-motivated person is sensitive to what others think of him. He doesn't want flattery but he does want public credit due him for his accomplishments.

1. Generally speaking, do you think I (the company, management) know what you are shooting for?
2. Does your family know the (good) job you are doing?
3. What formal recognition has the company made of your performance? Has this been enough in your opinion?
4. What has your wife (son, daughter) said about you that makes you feel really proud?

A supervisor may assume that "no news is good news" and that a good man knows how he is regarded by others. To strengthen this phase of a man's motivation it is important to find out whose recognition he cares about and in what form he expects to receive it. Specifically, it is helpful to encourage him to give examples of recognition he has received from his supervisor, fellow employees and family. A man's on-the-job performance may be seriously affected by what his wife says about his work—to him, and to others in his presence.

# Do the Things They Do?

recognition. The three charts, plus an explanation of research techniques and samples of findings are published in "Motivation Manual" (\$1.00). National Sales Executives also has prepared an "Interview Form for Motivation Interview." (Price 12 sets for \$1.00)

Jack C. Luhn, president, The Easterling Co. (silverware sold house-to-house), and chairman of NSE's Committee on Motivation enlisted the aid of psychologists and personnel officials of nationally known firms which hire thousands of salesmen in developing the data on these pages.

## Status Striving

This includes the picture of what he thinks others think about what he is doing, as well as what he wants them to think. Because each person wants "status" in the eyes of so many different people and groups, this is complex and is important in understanding his motivation.

Each person feels that certain considerations are due him — on the job and off the job. When these are forthcoming and evident in the eyes of others they become in turn a stimulus to do more and be more.

The well-motivated person finds in his work — especially in his relationship with his supervisor — recognition of his performance, and this prompts him to even greater efforts.

1. How would your best friend (wife, I) describe you?
2. What do your casual acquaintances like best about you?
3. When you retire, what would you like the company to remember about you?
4. When you pass on, what would you like people to remember about you?

Every individual is motivated, to some extent, by what he thinks other people think of him. The supervisor should be certain that he has a good knowledge of the importance to which a man attaches the various ways that the company has for letting him know how he stands — as an individual, and in comparison with other employees. When the supervisor knows how a man would like "posterity" to look upon him, assuming that such a view is in keeping with company objectives, he can then present assignments to the man in such a way that the man perceives them as contributing towards his own and the company's objectives.

## Symbols

Symbols of success or failure are highly personal and vary from one individual to the next. These are tangible — his position, title, size of home. Because men in the same company may have different sets of such symbols, it is necessary to determine the things which are important to each.

These are the various indications — on the job and off the job — which demonstrate that his worth is recognized by others. They may vary from deference shown him as a top producer, to being given a choice of vacation period, or having his name on his desk or office.

Generally speaking, the well-motivated person sees in all his relations with other people, treatment and deference for his position.

1. What honor or award which you have received, makes you most proud?
2. Which of your possessions makes you most proud?
3. What makes your wife (children, family) most proud of you?
4. What do you think an employee's responsibility is for coming up with new ideas?

In the same way that the man needs to assure himself of his security, he wants evidence that other people recognize his accomplishments. His symbols of recognition are likely to be more conventional and obvious than his symbols of security. However, the supervisor should try to discover and understand the man's interpretation of the behavior of others toward him. A wrong or exaggerated interpretation on the man's part may indicate a need for counseling him towards a better understanding of the motives of others. Also, the supervisor should point out symbols of recognition which the man may have overlooked.



Ford's Ubiquitous Mr. Doyle:  
"... a Surprise Up Our Sleeves"



... J. C. (Larry to almost anyone) Doyle isn't exactly talking. "My new title's general sales and marketing manager of Ford Motor Company's new Special Products Division," he says. He says it with an "I-know-a-secret" air and you can feel his excitement vibrate across the telephone wires. What he'll do in this new division is anyone's guess. But the auto buffs whisper about Ford's "Car X." They speculate—and most of the speculations run the same way—that it will be a new car, belonging to a separate new division ... a big car, to fit the slot between the Mercury and the Lincoln. Scuttlebutt: Competition for Buick's Roadmaster which may become a separate division. And you can make book that Larry Doyle will have his finger on every strip of chrome. For Larry is Ford to the tip of that finger. He started with the company almost 40 years ago as an office boy in the Kansas City district sales office, has spent his entire career with Ford. Up the sales ranks he's traveled, through such posts as district sales manager at Dearborn, central regional sales manager for the Ford Division, sales and advertising manager for FMC's whole kit and caboodle. The Fords you watched go by got their sales shove from Larry. He's been president of the Detroit Sales Executives Club, chairman of the board of National Sales Executives, has held extra-curricular sales posts too numerous to list. Despite his charm he's gotten this far without being snared by a member of the distaff side!

## Plax's Mr. Elder: No Table Thumper He



... but a man of as many facets as the Kohinoor. Robert F. Elder (left)—who for the past five years has been a marketing consultant—has taken over as executive v-p of Plax Corp., Hartford, Conn. Plax manufactures plastic bottles, plastic film and sheeting. And Elder, a quiet man who relaxes everyone because he, himself, is so easy-on-the-draw, has a wealth of industrial and marketing background as his dowry. Before he set up as a consultant he was v-p in charge of affiliated companies of Lever Brothers Co. . . . Beyond that his history sounds like a movie script: Fresh out of Harvard he migrated to the West Coast, worked for the Technicolor Corp. as assistant to the plant manager in the early days of color film. Then he and two friends set up the Binocular Stereoscopic Film Co., actually made and distributed (this was in 1925, mind you) 3D movies. Four years later he went to Massachusetts Institute of Technology, served as associate professor of marketing. At Lever he conducted the market research which fathered no-sneeze Rinso. . . . Author of *The Fundamentals of Industrial Marketing*, he's also co-inventor of the Nielsen Audimeter, is an expert cook of Chinese food: Learned it from an ex-chef of the King of Siam! . . . He's held key positions with both American Marketing Association and American Management Association. With Elder here: R. A. Glaenzer, v-p sales.

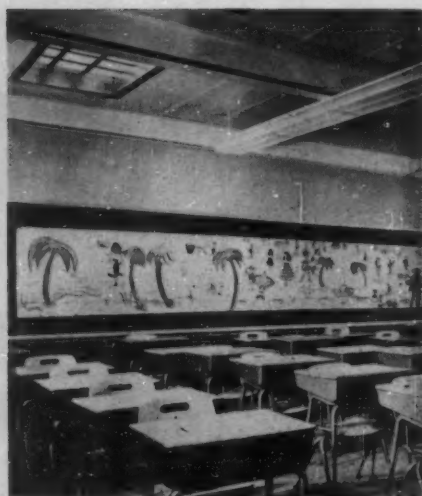
## Brains Run in the Family: And Papa Has the Sales Ability

... Arthur Hull Hayes is the new president of CBS Radio. But if you had known him in college (the University of Detroit) you might have assumed the nearest he'd come to radio would be as a commentator. His degree was in Philosophy! Hayes is a smart guy, practically as well as intellectually. He joined the National Advertising Department of *The Detroit News*, learned to sell. Two years later he went into the Media Department of Campbell-Ewald agency, learned the advertising business. Radio was comparatively new and hot: In the early '30's he organized the agency's Radio Department. From there CBS picked him up as an account executive for radio sales. A year later he was the department's eastern sales manager. Then he took over as head of WABC (now WCBS). Under his direction it became the most-listened-to station in the New York area and the key station in Columbia's nation-wide network. Program-wise he led WCBS to the forefront of the country's stations. One of the best-known executives in radio, he's been chairman of the Sales Managers Executive Committee of National Association of Broadcasters, now the National Association of Radio and Television Broadcasters. His son inherited his old man's brain: He's the recipient of a Rhodes Scholarship.





THE MEN: (Left) Howard B. Barber, vice-president, B-B-C; John C. Gibbons, school furniture sales manager; Dr. Russell E. Wilson, school furniture merchandise manager, who was assistant superintendent of schools in Dearborn, Mich. He was a consultant on B-B-C's design.



## How the Billiard Giant Cracked The School Furniture Market

BY HOWARD B. BARBER, Vice-President, The Brunswick-Balke-Collender Co.\*

The tremendous demand for new schools and re-equipment of old ones helped 110-year-old Brunswick-Balke-Collender to get off to a flying start in a new field. The take-off was fast because of research, advanced design, imaginative promotion. USA growth spells opportunity.

Plan . . . act . . . follow through.

That is the formula we adopted when we entered a new field 18 months ago—the school furniture field. We now rank third nationally.

We consider application of these four business techniques responsible for this achievement: careful market analysis; aggressive, planned selling; pointed merchandising operations; calculated advertising, sales promotion and publicity programs. To crack a market already served by several strong suppliers, there is no substitute for painstaking analysis of the market and its product needs, careful planning of every step in the selling operation and the development of hard-hitting advertising, sales promotion and publicity to support a hard-working sales force.

For 110 years Brunswick has been the recognized leader in the bowling and billiard industry. But after World War II we saw a need for product diversification. Following thorough analysis of our market, facilities and potential and opportunities for expansion into new markets, we entered the school furniture with an advanced concept of design. That was in February 1954. The year proved our concept of school furniture design, comfort and adaptability, to be in harmony with the requirements of modern education. Orders for September (school opening) were shut off as early as July 1. In excess of 40,000 catalogs of the line had been requested and issued. By the end of the year we had oversold production completely and put units into more than 2,000

schools across the country.

Proofs of the line's acceptance and potential came in forms other than sales. For example, in June 1954, Brunswick school furniture won for its designer, Dave Chapman, the Gold Medal of the Industrial Designers Institute.

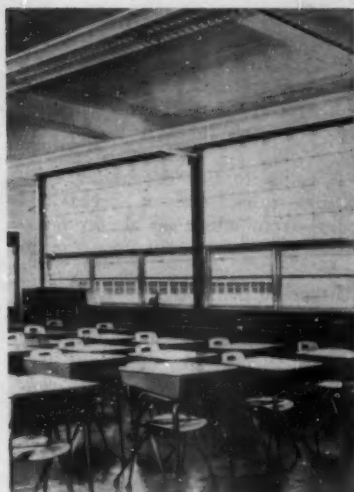
Important steps were taken during the year to build the company's distributing organization. More than 50 exclusive dealers and agents were franchised after rigid screening as to background, manpower and conformity to Brunswick's merchandising standards. These dealers and agents are in addition to our direct salesmen.

Our 1955 goal is for considerably increased production and sales, with installations in many more schools.

This is how and why it all began: During World War II and the Korean conflict we used every available inch of our 1,500,000 square feet of factory space in Muskegon, Mich., and Marion, Va., to build defense products such as fin and rubber tips, litters, radomes for aircraft, airframe components. After the war we made

\*Chicago, Ill.





**THEIR PRODUCTS:** "Our task," recalls Barber, "was to command attention immediately and hold it. Our technique was to produce the most attractive, colorful and complete catalogs . . . to sustain attention with dominating, large-space advertisements." The result: dozens of sales.

a careful and critical examination of the bowling market to determine new areas for expansion and to evaluate the long-range potentials of new products we were actively developing (example: the fully automatic mechanical pinsetter). Of the nearly 5,000 products produced for the bowling and billiard industry, only a relatively few, such as bowling balls, bags, shoes, billiard cues, are consumer products. The majority are sold directly to bowling and billiard establishments as supplies or equipment. Therefore, certain sales curves had established themselves rather inflexibly. Bowling establishments, for instance, usually modernize or change equipment during the summer months.

We asked ourselves: Is the bowling and billiard market alone sufficient for our corporate growth and diversification? Does it measure up to long-term standards of increased corporate profits?

The answer soon became apparent through our study: Our factories should keep operating at full capacity. We should maintain a level of employment for our employees. We should utilize the manufacturing acumen we had developed through generations of fabrication with wood, metals and plastics. We concluded that expansion must be achieved through diversification in some new field of similar manufacturing process with growth and profit potential.

Brunswick researched the field of current business from skis to snow plows, tennis rackets to office furniture, with an eye to using present

factory facilities and manufacturing techniques to develop and produce a new line of merchandise.

As the search continued, it became clear that certain factors were of utmost importance for us to consider before entering another highly competitive field. To compare industries fairly with each other, and to consider each factor in relation to its importance to us, we developed a 27-point check list. Each of the 27 points was graded percentage-wise according to its relative importance to our decision, with a possible total "score" of 100. Here are some of our 27 points:

- Is it a basic commodity?
- Are our plant locations acceptable?
- Does it fit our manufacturing facilities and abilities?
- Does it fit our distribution methods?
- Does it fit our selling practices and abilities?
- Is the industry potential attractive?
- Is the industry potential likely to increase or decrease?
- Are the retail trade practices of the industry sound and stable?
- Does the field offer opportunity for an outstanding contribution in terms of design?
- Does it offer opportunity for contribution in terms of service?
- Is the profit record of those companies in the industry satisfactory?
- Could promising timing for entrance into the field be arranged?
- Is there permanence to the field?
- With each of the industries to which we applied this 27-point yard-

stick, we posed certain qualifying questions to guide our thinking further. Some of these were:

- Does our reputation fit the field?
- Would our name sound right on the product?
- Does our past experience identify us with the field?

Does the product fit the institutional character of our company?

On the basis of this comprehensive check list, Brunswick decided that the school equipment and supply industry offered our company the greatest opportunity for diversification and expansion . . . and promised a long-term profit picture in connection with an opportunity to render service.

As we studied the industry, we found three highly attractive features:

1. High market potential. A survey informed us that 600,000 new school-rooms would be required by 1960 to provide adequate classroom facilities for the population's needs. We were aware, too, that the school equipment industry occupies a permanent place in our national economy.
2. Need for an advanced concept of product design. Modern teaching methods and modern school architecture have made obsolete heavy, fixed school furniture. Study revealed that there had been only weak basic product development in this field in the last 20-30 years, with a trend from wood to metal gaining gradual momentum.
3. "Ripe" time. With schools mushrooming all over the country, we saw that the need to get started on new design, production and distribu-

tion was imperative. From the start of research and engineering to hand-made models was a two-and-a-half to three-year job. We mapped out a timetable for starting production and making a formal announcement and introduction to the trade. The timetable showed we could enter the field with factories going full steam in February 1954.

We spent nearly two years in designing and developing the Brunswick line of school furniture. Present teaching methods had to be explored more thoroughly than in our initial investigation; trends of school architecture had to be studied, educators consulted, orthopedic studies made; attempts at functional design had to be tempered with the need for good-looking, colorful furniture. The whole project had to be guided constantly by our factory experts to keep material and fabrication costs in line.

Our final design was a collaborative effort. First, we asked many of the country's leading educators to be our "consultants" throughout the design study. One of them was Dr. Russell E. Wilson, assistant superintendent of schools, Dearborn, Mich., and author of "Flexible Classrooms." Dr. Wilson is now Brunswick's school furniture merchandising manager.

Next, we acquired the services of industrial Designer Dave Chapman to set the design of the furniture along the lines suggested to us. A design committee was formed and included representatives of Brunswick's management, and sales and engineering departments; educational advisers; design and engineering personnel of the Chapman firm.

This team first surveyed existing school furniture. European correspondents sent in reports on the latest developments abroad. These data were projected onto charts for easy study of advantages and drawbacks.

### How to Decide

Then came a thorough analysis of the function of school furniture. The team studied orthopedic and posture data to arrive at correct principles of body support. More than 1,000 questionnaires were sent out to school administrators to determine their needs and solicit their candid opinions. This preliminary research established a general direction. Next step was to tackle construction methods and materials.

Many designs and many methods of construction were developed. Plant tests were run constantly to check materials and the engineered strength of each new variation. Children were given a chance to scribble on, scramble

over and generally give the furniture a rough time.

Because of its inherent strength, we decided to use tapered, tubular steel. Mockups were made on the basis of design, strength, space and function. These were tested and the design direction was established.

With the design set and all the characteristics of the new furniture decided on, there remained the big job of practical application of principles to the schools' varying furniture needs—chairs, student desks, tables, cabinets, teachers' desks and adult chairs. An 11-inch tot's chair, though it resembles an 18-inch adult chair, has manufacturing difference. Solving these problems and determining necessary size ranges gave us this line of Brunswick school furniture:

- 8 sizes of stacking chairs in 7 colors.
- 5 sizes of "book box" desks.
- 5 sizes of rectangular tables.
- 5 sizes of trapezoidal tables.

### ABOUT THE AUTHOR

Howard B. Barber, vice-president, School Furniture Division, The Brunswick-Balke-Collender Co., joined the 110-year-old Chicago firm in 1947 as vice-president and general sales manager. He is responsible for spearheading the company's diversification program. He was previously associated with Montgomery Ward & Co. for 12 years, first as division manager in charge of refrigerator and home appliances, and later as group manager, radio and stove division, as well. His broad business experience includes the presidency of Affiliated Retailers, Inc.

- 5 sizes of round tables.
- 5 sizes of half-round tables.
- 4 sizes of the book box desk and chair combination.
- 2 sizes of the "study top" chair desk combination.
- 2 sizes of fiberglass stacking chairs in 3 colors.
- 3 sizes of teachers' desks.
- A tablet arm attachment to fit 3 sizes of the stacking chairs.
- A "desk top" attachment to fit 3 sizes of stacking chairs.
- Arms to convert 3 sizes of chairs into armchairs.

A steel-rod book rack to be attached under the seats of chairs.

An all-purpose adult-size chair in 2 woods—maple and walnut.

3 attachments for the all-purpose chair — arms, tablet arm and desk top.

A complete line of cabinet components—sides, shelves, backs and doors—from which an almost limitless number of combinations can be made.

5 types of mountings for cabinets—legs, casters, recessed bases, island bases and wall brackets.

Thus Brunswick developed the most complete line in the field—running into hundreds of pieces—to accommodate all classroom needs and all pupil ages.

Fully aware of the importance of good distribution, we followed a simple distribution policy from the very beginning—chose the strongest and most aggressive distributor in every area. If existing distributors do not measure up to our standards, we distribute direct.

### Locate Distributors

In most areas of the country we found excellent distributors who knew education, educators and school system requirements intimately. To our sales manager, John Gibbons, goes the credit for building, in a short time, a strong agent and dealer organization for distribution.

Similar credit goes to these dealers and agents for the tremendous job they did during our first fall on the market. This indicates their interest: In January 1955 they were all invited to a two-day session at our plant-city, Muskegon, to learn of our product and sales plans for the year and to tour our factory. For many, it was a first visit. More than 150 attended the session.

Among other things we learned about distribution is that a recognized brand name is of immeasurable help in getting started in a new field. For this reason, and because the products completed our line of school equipment, Brunswick purchased the Horn Bros. Co., Fort Dodge, Ia., two and one-half years ago.

Horn has been a respected name in school equipment circles for more than 54 years. Its reputation was built on excellent products, among which were folding gym seats, folding stages, folding partitions and classroom wardrobes—the heavy equipment needed for our line. They have since been completely redesigned.

After introduction of the Brunswick line in Atlantic City, we turned the spotlight on the all-important

# THE SCHUYLER HOPPER Co.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

TWELVE EAST FORTY-FIRST STREET • NEW YORK 17, N. Y. • LEXINGTON 2-3133

How many Sales Managers are in trouble

because they won't listen to the Real Boss?



Your prospects and customers are the Real Boss you and everyone else in your company are working for. They will buy what you have to sell, IF, and only if they understand its value to them.

The Real Boss speaks softly but wields a big stick. If you listen to him and fit your sales approach to what he needs, you get his orders. If you don't listen to him, competition gets his orders.

The highest cost in all selling and advertising is the cost of guessing what a prospect needs to know before he'll buy. Part of that is guessing what he now knows about your product...or thinks he knows.

Reduce the guesswork and you cut the waste.

How much money is your company pouring into advertising in its various forms (publication, direct mail, booklets, catalogs, manuals, presentations) without first finding out what's important to your Real Boss?



Your most effective and least costly selling effort, be it personal or printed, is that which presents your product in terms of some need your prospect has; some problem he has to solve, some job he wants to do better, faster, easier, at lower cost.

The basis of such selling is knowing, for sure, who the prospect really is, what he does that makes him important to you, and what he thinks about products or services like yours.

Usually a few dollars spent for exploring the Real Boss's views - for depth interviewing of customers and prospects by men who know how to find out what they're doing and planning, and WHY - will cut a lot of guesswork out of your sales and advertising approach and methods.



That's the basis of "Ditch-Digging" Advertising\*: knowing - before you say it - what to say, where to say it, and when.

Sincerely yours,

*The Schuyler Hopper Co.*

\*REG. U S PAT. OFF.

MARKET RESEARCH • SALES PROMOTION • ADVERTISING

"Experienced in the reduction of guess work in advertising and selling."

JUNE 1, 1955

45



follow-through. Educators were interested, but we had to keep our name in lights. Gibbons and Nat Wexler, our advertising-promotion manager, worked hand-in-hand to create an aggressive sales campaign.

Our task was to command attention immediately and hold it. Our technique was to produce the most attractive, colorful and complete catalogs ever developed in the school equipment field and to sustain attention with dominating, large-space advertisements in education publications.

A study of school equipment catalogs showed a diversity of efforts, none of them up to the standards of consumer product catalogs. More than \$85,000 was put into the Brunswick catalog to produce an outstanding book with color, art and photographs, coupled with good service material about the application of our furniture to school needs. The expenditure paid off in the initial impact we needed. The finished book had such a permanent, expensive look that most recipients carefully filed it for future reference, as we had hoped.

#### Large-Space Trade Ads

Our advertising schedule was established on the basis of large-space trade advertisements to build identification and create a place for us within the industry. Each month a full-page ad or a spread appeared in all the leading school "trade" magazines emphasizing certain units or showing recent important Brunswick installations in actual classrooms. These increased familiarity with our line and demonstrated the acceptance of it.

Bid folders were prepared to give pertinent information about the products. Pages from the catalog were reproduced and tucked inside for double-barreled identification.

A color film strip was prepared for our salesmen: A salesman can carry only a few pieces of furniture with him as samples and is similarly limited in showing examples of school installations. The film illustrates the major features of Brunswick furniture and shows many units in actual use. It can be adapted to either individual discussions or group sales presentations. Brunswick provided not only the film but projectors, screens, script and an outline of procedure for dealer and agent salesmen. It has proved to be an invaluable sales tool; it tells the story in a very few minutes.

To help the salesman with his sample problems we also made up three dimensional slides in full color of all basic pieces in the line. These, too, have proved a worthwhile aid to sales.

On the publicity side, we have worked with educational publications and consumer media to help introduce the line and bring out its applications to today's school needs. A system of channeling copies of appropriate publicity material to dealers and agents has been established so that they can use it as a sales tool.

Our first advertising and promotion was directed primarily to educators. However, realizing the importance of reaching parents and the general public as well, we are planning a campaign to show them the role Brunswick furniture can play as an aid to the educational process. A double-page, full-color advertisement will run

in *Time* with this message. This is the first time, we believe, that a school equipment manufacturer has ever used large-space full-color advertising in consumer media. With this step we move into our second year in the school equipment market.

The future? There are home and office markets as yet untouched because of the orders from schools. We know that our chairs and desks have a practical place in the home. They are posture-perfect and handsome enough for any room of the house.

And we see great promise for Brunswick's fiberglass chair and the all-purpose adult-size chair.

**The End**

## Salesmen or Messengers?

BY ROBERT L. CORNISH

In no business today can a salesman consider that the physical act of making a call justifies his existence. Competition is so keen that something more is needed. Yet many salesmen remain nothing more than "messengers." They carry routine messages to their customers and fulfill their customers' requests for routine material and/or convey complaints of their customers back to their boss.

This, in fact, does produce business. You've got to make calls to get results. It may even produce enough business to justify the expense of the salesman. But a "messenger" is not a salesman.

Many salesmen today are nothing more than "pals." They trade on personality. They strike up a close friendship with the customer, get to know him intimately.

This produces business, too. The business results because the customer just plain likes the salesman and generally because the salesman always agrees with the customer, particularly in matters which involve the customer's gripes against his competitors, the industry, and the company the salesman represents. This type of salesman can generally produce more business than the "messenger." But a "pal" is not a salesman.

There's also another type of salesman, but a little rarer. He's a half-caste: part "pal" and part "bull," or part "pal" and part "underdog." The "bull" type, when he had made "pals" with the customer, demands the business—telling the customer that it will make him a big shot with the boss. The "underdog" type begs for business—telling the customer that if he doesn't get more the boss will fire him.

Generally, these boys produce more business than either the "messenger" or the "pal." But a "bull" or an "underdog" is not a salesman.

These are three common types that call themselves salesmen. Others in endless variety exist but these three are enough to prove a point. They do produce business, but they are not salesmen.

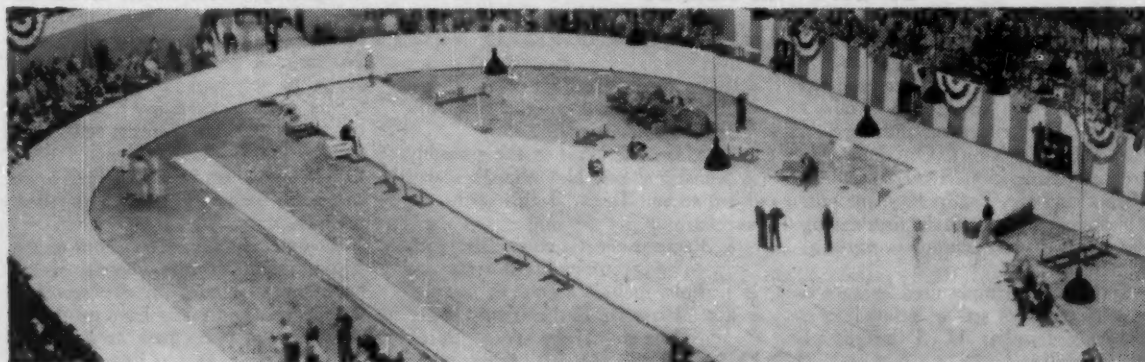


**WORLD'S  
BIGGEST  
INDOOR  
TRACK MEET!**

## **CHICAGO DAILY NEWS RELAYS**

**Saturday, March 26**

**SPONSORED BY . . . AND PROMOTED IN THE CHICAGO DAILY NEWS**



**More Evidence of the PULLING POWER of the CHICAGO DAILY NEWS**

**JUNE 1, 1955**



**CAMPBELL KIDS COOKING KIT** is a complete soup and sandwich set, with miniature bowls, utensils, chef's hat, apron and a variety of real Campbell soups in kid-size cans. There's a Junior Cook Book, too.

## Play Kits Make Friends For Brand Names

Because youngsters like to imitate grownups, AMSCO toys are realistic to the point of featuring miniatures of famous products. It's all for fun, but the kids are building up strong brand preferences that may last through life.

BY ETNA M. KELLEY

Brand preferences, developed in childhood, tend to endure. Today's children exert enormous influence on family buying habits. On these two premises, American Metal Specialties Corp., Hatboro, Pa., in 10 years built a business that has put the firm among the top 10 toy manufacturers of America.

Here's the formula used by AMSCO in marketing its sets of related toys, featuring familiar U. S. brands of merchandise:

1. Assemble several items that a child may use in imitating an adult

activity, such as feeding or dressing a baby, cooking, polishing a car, running a soft-drink stand.

2. Make the items in the assembly as realistic as possible—though scaled down to small size, if this seems desirable.

3. Package the kit colorfully, with "how-to" suggestions or illustrations. If feasible, include a book of instructions: "How to Bathe Your Doll" . . . "How to Make Your Doll's Formula" . . . "How to Go into (the Soft-Drink Stand) Business."

Last March during the Toy Fair, AMSCO published a full-page adver-

tisement in *The New York Times* listing some of the companies whose "miniature products and packages . . . add play-value and realism to AMSCO toys." Among them were The Aluminum Cooking Utensil Co., Inc. (Wear-Ever); The American Sugar Refining Co. (Domino); Bates Fabrics, Inc.; Hazel Bishop, Inc.; Brilló Manufacturing Co., Inc.; California Packing Corp.; Campbell Soup Co.; Carnation Co.; Chicopee Mills, Inc.; Colgate-Palmolive Co.; E. I. DuPont de Nemours & Co. (Inc.); Gerber Products Co.; Johnson & Johnson; Kellogg Co.; McCall Corp.; The Proctor and Gamble Co.; Simoniz Co.; Wildroot Co., Inc.

AMSCO might be said to have built a business on children's partiality for realism in their playthings. From manufacturing metal toys with realistic features, the company branched out into making a toy infant nursing set, The Doll-E-Nurser, with nursing bottles, sterilizer, measuring cup and spoon and other related items. Brought out in 1949 to retail at \$1.98, it proved so popular that sets priced at \$1 and \$2.98 were added in 1950 and 1951 to hit other markets.

In 1951, the company produced a Doll-E-DoDish set, consisting of dishpan, dish rack, sink strainer, with these brand items: doll-size filled packages of Vel, Ajax, Brillo; a DuPont sponge; a dishtowel and dishcloth made by Morgan-Jones, Inc.

Since then, more than a dozen such sets have been put on the market, all following the same formula: The child can carry on an activity he associates with the adult world, with one or more brand-name products included.

The formula sounds simple, but extensive study and research precede the introduction of each new item. Each toy idea is pretested in nursery schools and by consumer panels. Since AMSCO is primarily a maker of metal toys, one or more (usually several) of the principal components of the set must be of metal (example: the sterilizer and cover in the Doll-E-Nurser). A great deal of thought is given to selection of the manufacturers asked to participate. As a rule, top names are invited in the belief that children are familiar with them, having seen them in their homes or in stores on shopping trips with their parents.

To date, reports AMSCO, none of the 50-odd manufacturers whose products have been included in the sets has withdrawn, and many have expressed the desire to participate as new kits are introduced. AMSCO has made it a rule not to feature competing products in a single kit.

Among items now in the line are

SALES MANAGEMENT





General Traffic Manager Douglas Dawson of Norton Company tells

## **"How Norton makes the sparks fly!"**

"When a plant's grinding operations break down, their production lines may grind to a halt, too. *We* have to make the sparks fly!" says Doug Dawson.

"The abrasive that can meet specifications — and *gets there first* — gets the order.

"We win those races time after time from our one big plant in Worcester, Mass.

"How? With on-the-ball engineering — and Air Express!

To us, Air Express is like a full warehouse in every community; we can deliver anywhere in the U.S. in a few hours.

"Yet, we actually save money when we use Air Express instead of other air carriers. A typical 25-lb. shipment from Worcester to Chicago, for example, costs \$8.85. That's \$3.55 cheaper than any other direct air service!

"Those savings add up when you ship as much as 1,000 pounds a day by Air Express, as we do!"



# **Air Express**



**GETS THERE FIRST** via U.S. Scheduled Airlines

**CALL AIR EXPRESS . . . division of RAILWAY EXPRESS AGENCY**

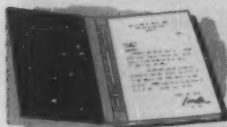
## Here's Superior Catalog Binding

with  
**ECONOMY**



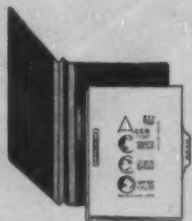
**P**LANNING A CATALOG? You can make it look better, last longer, please the customer by its loose leaf efficiency without bulky mechanism—if you just specify ACCOPRESS Binders for the cover. And you'll get these good-will building features with greater economy than you've believed possible in such fine catalog bindings.

ACCOPRESS Binders are available in 5 colors and may be printed or embossed for just the effect you wish. Covers are made of durable pressboard, lie flat, and come in many sizes. Write us your needs — or ask your stationer to show you the complete ACCO line for keeping papers together and safe in every department of your business.



*The Accopress Binder combines loose leaf convenience, large capacity and economy. Ideal for Catalog Covers.*

When transfer time comes just slip the bound papers from the Accobind Folder, insert a new Acco Fastener and the Folder is ready for another year's filing.



**ACCOBIND folders**  
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(for marginal multiple punched forms)

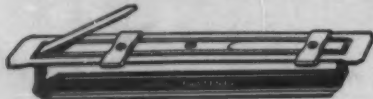
**ACCO clamps**  
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(for filing Blueprints and all large sheets)  
and other filing supplies

**ACCO PRODUCTS, Inc.**

Ogdensburg, New York

In Canada: Acco Canadian Co., Ltd., Toronto



the Kidd-E-Doctor and the Kidd-E-Nurse sets, containing "49 Authentic Medical Items" (such as thermometer, eye chart, stethoscope), with real Johnson & Johnson first aid BAND-AID bandages and adhesive tape; Doll-E-Layette ("Everything for taking care of dolly, at home or on a trip": grooming and feeding items such as Chix diapers, Kleenex, and Carnation milk and Gerber's orange juice can with coin slots.).

New this year is a Soft Drink Stand, which sets the child up in the business of selling Kool-Aid drinks (General Foods' soft drink powder.). It also contains drinking straws, an attendant's cap, a money apron with change pockets, an order book, a dozen Lily cups, and a booklet, "How to Go into Business."

Then there's the Betsy McCall Pretty Pac, with case by Atlantic Products, manufacturer of many of the hatbox-style cases carried by models, and containing a Hazel Bishop lipstick and nail polish, Lustre-Creme shampoo, Charbert cologne, Colgate toothpaste, Tek toothbrush, a brush and a comb, and a Betsy McCall booklet on good grooming.

Between Thanksgiving and Christmas of last year, AMSCO sold a quarter-million Campbell Kids Cooking Sets, containing a chef's apron and a hat, a pot-holder, two Princess place mats, two soup bowls and two soup spoons, a soup ladle, a Wear-ever saucepan, a cookbook, and six 4 3/4-ounce filled cans of Campbell's soup, like the 8-ounce cans in grocery stores. The retail price is \$4.98.

The set was so popular that AMSCO widened the line by introducing a

Campbell Kids Chuck Wagon Set at the Toy Fair in March. It features the Campbell Kids in cowboy outfits on the box cover. Bottom of the box opens to form a kitchen cabinet, which doubles as a counter display. Its contents are a can of pork and beans; two cans of soup (4 3/4-ounce size); a can of Franco-American spaghetti; various cooking and eating utensils, a Western Tune phonograph record, and two Western-style neckerchiefs. This also retails at \$4.98.

Campbell's General Promotion Manager, William B. Hackenberg told SALES MANAGEMENT there has been a favorable reaction to the firm's participation in what it regards as an educational play program. "We believe that our easy-to-prepare products are ideally suited to serve as children's introduction to cooking." Further evidence, aside from sales figures, of the truth of Hackenberg's claim is in fan mail from parents and children, and mention of the cooking set in published letters to Santa Claus as toys "most wanted under the Christmas tree."

Through testing and actual sales experience, AMSCO's management has learned a lot about the juvenile market. For one thing, the conviction held by AMSCO founder and president, Herman Kesler—that children like realism in toys—has been confirmed. Here's a case in point:

The first packaged set, the Doll-E-Nurser, did extremely well for several years, then tapered off. Last year, the old-fashioned flat nursing bottles in the set were supplanted by miniature Evenflo nursing units, complete with special nipples, sealing discs and caps.



**JUST LIKE THE BIG FOLKS.** AmSCO toys each contain several brand-name products and packages specially scaled down for youngster use. Children are already familiar with many of them through TV and publication advertising and soon develop an acquaintance with the others.



MAMMA couldn't ask for more. The Amasco Doll-E-Layette has everything a little girl needs to take care of her "baby"—Chix diapers, Evenflo nursing units, Johnson & Johnson baby powder, Ivory soap, Gerber's orange juice can, Carnation milk can and a dozen other auxiliary items.

Since then sales have climbed back to the near-top position originally held.

Though realism is sought, AMSCO has learned that it is sometimes wise to make modifications to suit the ages of child consumers. For example, the miniature Vel package does not carry the fine-print copy on its full-size prototype: It would have to be reduced microscopically; moreover, children are not interested in the chemical nature of the product, or its range of uses. There are also times when it is unnecessary or unwise to have the original contents included in the container, as part of a set. Unlike the cans in the Campbell cooking sets, the orange juice can and the Carnation milk can in the Doll-E-Layette set are empty: Obviously, it is not sensible for children to give real milk or orange juice to their dolls. Coin slots make the cans useful as banks.

The basis on which manufacturers participate in the kits varies with their products. In some instances, merchandise is supplied free; in others, AMSCO assumes the manufacturers' out-of-pocket costs.

AMSCO toys are nationally distributed. Directed by the firm's sales manager, Harvey Rath, are sales offices in New York, Chicago, San Francisco and New England. There are several hundred distributors throughout the U. S.

The company produces several versions of some items, in different price ranges. Its outlets include department stores, mail order houses, large variety stores, tire chain stores, and drug chains. This accounts for the fact that a set may be available at \$3, \$2, \$1, and 39 cents, each offering value for the price.

The End

Moving? Call...

Your **ALLIED** agent



no.1 specialist in packing!



(moving and storage, too!)



Packing is an art that your Allied Agent has developed through years of experience. He has specially designed containers and padding materials to assure the safest handling of all household goods.



FREE Booklet to help you plan your next move. Get your copy of "Before You Move" from your local Allied Agent. See classified telephone directory. Or write Allied Van Lines, Inc., Broadview, Ill.



Worthington Pump wanted to change its handle to something that would better represent its diversified products. The firm studied all problems and challenges and wisely concluded that . . .

## Company Name-Change Means Teamwork

BY ALICE B. ECKE

Changing a company name isn't as easy as it may sound. It means teamwork on the part of every department in the company, a lot of time and expense and organized follow-through if it is to be properly understood by the many publics involved.

What Worthington Corporation, Harrison, N. J., world's leading manufacturer of pumps, experienced when in 1952 it decided to take the "pump" out of its name because of product diversification may be helpful to other companies that have branched out into new product fields. It was excellent teamwork in name engineering and streamlining.

"Since a company name is likely to be changed less than once in a generation, if that often, it is impractical to base plans on precedent," Worthington management advises.

"A name-change in a large corporation involves all departments and their personnel. Major operations such as retooling, a sales campaign, a public relations project, a new product, refinancing, a change in top executive personnel—although very important—involve fewer departments, fewer individuals. A name-change affects everyone in the company and many groups outside the company—customers, suppliers, communities, banking connections, stockholders, city and state governments.

"A name-change is something to be carefully considered: Why do we want to change our name? What do we hope to accomplish? What are our objectives? These questions should be weighed against the cost of the change—cost in money, time, reputation and good will already built up by the existing name."

Worthington answered these questions by analyzing its position long before it decided to change its name in 1952. Since 1916 it had operated under the name of Worthington Pump and Machinery Corporation. What once was primarily a pump

manufacturing company had dramatically expanded its product lines to become one of the most diversified capital goods manufacturers in the country. It now serves many market fronts: industry, public works, marine, government, agriculture, commercial business establishments and numbers of others. Management foresaw another great market front—the home, with its fast-growing air conditioning potential.

"Obviously," Worthington management points out, "the old name, Worthington Pump and Machinery Corporation, was giving a false impression of our broad activities. It was a hindrance to product identification. Pumps, of course, represented an important share of the corporation's business. But the fast-growing air conditioning and refrigeration product lines had to be considered, as did our air and gas compressors, Diesel and gas engines, steam turbines and other

plant equipment. Worthington was strengthening its muscles in the construction equipment markets, and strengthening its sales position in industrial mixers, mechanical power transmission, communitors (for sewerage works). What about getting *them* into the name too?

"There was no reason why the name of our company should be regarded as sacred in the first place. This wasn't the first time it had been changed. The first name was Worthington and Baker. In 1862 the name was simply H. R. Worthington. In 1894 it became the International Steam Pump Co., and in 1916 it became Worthington Pump and Machinery Corporation.

"Ours is a company well over a century old. It started with one pump and grew into a great, far-flung organization which now has leadership in many fields. The list now consists of 14 different product lines including

### How Far Ahead to Plan

	Advance time allowed from Target Date
1. Formulate objectives; obtain approvals from legal counsel, executive committee and/or board of directors . . . . .	90 days
2. Call in advertising department, advertising agency, public relations and news bureau heads . . . . .	90 days
3. Formulate primary and secondary check lists . . . . .	75 days
4. Formulate name-change committee and send advance notices to committee members: all department heads . . . . .	75 days
5. Hold first name-change committee meeting* and arrange to meet as frequently thereafter as necessary to receive progress reports and coordinate all plans for the name-change . . . . .	70 days

\* After the first name-change committee meeting, Worthington department heads worked out their individual time and planning schedules.

pumps, compressors, engines, air conditioning and refrigeration, steam turbines, steam condensers, steam-jet ejectors, feedwater heaters, construction equipment, V-Belt drives, welding positioners, industrial mixers, water treatment apparatus, liquid meters.

"Granted, it's good advertising to get product identification in a company name . . . but our many products, even though related in a number of ways, are sold to diversified markets, and made this impossible in our case. 'Worthington Corporation' was the only logical answer so far as a new name was concerned."

Having sufficient reason for a name-change, Worthington management's first move was to sell the idea to the corporation's board of directors and to feel the pulse of the stockholders to be reasonably sure they would approve the change. The procedure then was to . . .

Consult with the Legal Department before delving too deeply into details of the plan. "A new name," says Worthington management, "may already have been used or registered for another company. If that does not result in a serious legal entanglement, it may at least cause considerable confusion."

Call in the advertising agency, James Thomas Chirurg Co., and the Worthington News Bureau at a very early stage. The Worthington Advertising Department acted as a spearhead for outside and inside communications in developing a plan for publicizing the corporation name-change.

Formulate a name-change committee of all department heads. But before holding a committee meeting a check list was prepared. This was broken down into three parts:

1. Advance planning chart. (See page 52.)

2. Primary check list of details to be considered to take care of each committee member's duties the day the new name became effective. All details were taken care of in advance. (See this page.)

3. Secondary check list of details to be taken care of as a natural outgrowth of the name-change—details which would be developed as a matter of course. (See page 54.)

"The items placed on these lists," Worthington management points out, "were dependent on their importance to our operations, necessities and desirabilities, related to our objectives

## Primary Check List

### Details to be completed before Target Date

1. Amend the article of incorporation to be filed at time of legal name-change with the Secretary of State in the state (Delaware) the firm is incorporated.
2. Notify the Secretary of State of each state in which the corporation is registered or licensed to do business.
3. Have a new corporate seal approved by the board of directors in advance, and have the seal ready to operate on Target Date.
4. Have check-writing machine and postage meters altered.
5. Notify banks, government agencies, underwriters, insurance companies, post offices, telephone and telegraph companies.
6. Register trade names and trademarks under new corporate name.
7. See that legal notifications cover banks—credit of incoming checks, charging of outstanding checks, borrowing, discounts, letters of credit, trust receipts, pledges of securities, endorsements, powers of attorney, authority to cash checks for company funds, authority to contract for and have access to safety deposit boxes. In this connection, some banks may require only a signed printed certificate attested by the corporation's secretary; others may demand a certified copy of the name-change signed by the Secretary of State. It is suggested that each of these bodies be notified in advance, and have the seal ready for use on Target Date.
8. See that an adequate supply of overprinted and corrected stock certificates are in the hands of the stock transfer agent at the time the name-change is legalized, to take care of one or two weeks' average trading. New York Stock Exchange requires that a new name be imprinted on existing certificates by a banking note company. A statement advising of name-change should be submitted to the Exchange in advance of the stockholders meeting and immediately after the meeting, and the completion of formalities required by the State of Incorporation. Notify SEC.
9. Review external standard forms, proposals, checks, billheads, etc.
10. Review corporation business cards, letterheads, envelopes, parcel post labels, shipping labels, stencils, etc. Determine whether an overprint may suffice until existing stocks are depleted.
11. Design new letterheads, business cards, labels, etc., to have in readiness when corrected and overprinted stocks are depleted.
12. Design an attractive sticker on which is printed "Formerly known as Worthington Pump and Machinery Corporation" to use on outside communications for three months after effective change date.
13. Design new nameplates for products, and order supplies.
14. Plan a news release program.
15. Program advertising to announce the name-change, including announcement cards, space advertisements, direct mail, etc.
16. Review existing slidefilms, recordings, motion pictures, radio and reaction splices, new soundtracks and live narrative announcements.
17. Prepare internal and external house publications program.
18. Write a policy letter and instructions to all field offices, branches, subsidiaries, distributors, dealers, internal and foreign associated companies, etc.
19. Review all direct mail lists and have ready for announcements and promotional material, tying in with Item 18.
20. Start thinking in terms of greater usage of all material developed for the name-change program. See Item 7, Secondary Check List.



NOW A FAMILIAR LANDMARK, the new name sign appears atop one of Worthington's buildings in headquarters Harrison, N. J. It is illuminated by 1,000 electric light bulbs. Underneath is the world-famed winged disc trade-mark illuminated by 500 feet of neon. Adjacent buildings display listings of products made by Worthington in 15 plants in the United States and 12 in foreign countries.

of the name-change and tied together for proper timing. Operations of different companies of course vary and the items included on these lists would vary accordingly. But once objectives are clearly outlined, a company is in a position to proceed without wandering aimlessly from one point to another.

"The name-change committee should hold to the objectives and remain on the track. The check lists presented here may not necessarily apply to every company, but may serve as a guide or at least a reminder of the factors to be considered. Items on the secondary list may be more appropriately transferred to the primary list to accomplish the objectives of individual companies—or perhaps some items should be added or deleted. However, the rules as presented in the advance planning list will apply to any situation."

While each item on the check lists cannot be discussed in full because of limited space, here are several Worthington management considers important:

**The News Bureau Program:** Worthington brought its News Bureau personnel into the front lines three months in advance of Target Date and informed them of the reasons for the name-change. "A simple name-change," says Worthington management, "was not considered earth-shaking; certainly it had little, if any, news value in itself. But our reasons for the change, we believed, could be

## Secondary Check List

### Items which may not have to be ready on effective name-change date

1. Signs for plants, offices, trucks, etc. Prepare to change them immediately after name-change has been approved by stockholders.
2. Existing advertising plates and direct mail pieces. To simplify the name-change on advertising plates already delivered to publications, send a letter to all publications holding the plates, authorizing them to reset the corporate name, followed by "Formerly Worthington Pump and Machinery Corporation":
  - (a) Newspaper mats in stock or in distributors' and dealers' hands are to be reviewed, revised or replaced.
  - (b) Direct mail pieces in stock or in hands of distributor outlets may be allowed to stand, corrections to be made if and when they are reprinted.
  - (c) Product bulletins, specification sheets, catalogs, etc., designed for long-term use should be sent out with new-name stickers until revised or reprinted.
3. Sample letter should be prepared for dealers' use to advise their customers of name change.
4. Telephone directory listings should be reviewed, together with classified telephone directory advertising, catalog services advertising, annual directories, etc.
5. Exhibit material on hand for trade shows and other public exhibits or displays should be checked and changed when necessary.
6. Printed cartons, gummed tapes and other packaging supplies should be reviewed. Use existing stocks until exhausted.
7. Develop a "Follow-Through Program":
  - (a) Mail reprints of advertisements, articles, press clippings to appropriate lists: field offices, sales staff, employees, community leaders, customers, prospects.
  - (b) Send supplies to dealers, distributors, branch offices for remailing.
  - (c) Develop "by-product" articles about the company with business and trade paper editors.





***the salesman who always waits — — —***

■ Too few of his calls are made on *ready* buyers. But *you* can see to it that *your* salesmen spend more of *their* time with prospects who have invited them to call. — ■ A good catalog program is the key, because buyers in industry almost always use catalogs to sift suppliers before calling in salesmen. And your catalogs can be planned specifically to induce more of them to call in your men. They can be placed strategically in the offices of all good potential customers and kept there ready for instant use. — ■ Helping manufacturers get more invitations for their men to call, through better catalog procedure, has been Sweet's business for 50 years. If you sell to the product design, plant engineering or machine tool markets, and would like to see some case histories, write or phone our nearest office. Sweet's Catalog Service: Atlanta, Boston, Buffalo, Chicago, Cincinnati, Cleveland, Dallas, Detroit, Los Angeles, New York, Philadelphia, Pittsburgh, St. Louis, San Francisco.



made interesting to our many publics. And these reasons became our objectives. We dug up significant facts and documentary pieces by searching old files. Some were available in sufficient quantity to include in press kits. Additional information was prepared for editorial background material. As the Target Date approached, a news release was prepared and approved by the president. Plans were formulated for a reception for the members of the press. Invitations were sent to financial editors, business paper editors,

technical magazine editors and columnists."

The reception for the press was planned to take place a few days in advance of the stockholders meeting, since the name-change would become news as soon as it was approved by the stockholders. Worthington management conducted a preliminary survey of stockholders to be assured that they would have no objection to the name-change. Even so, the news release bore a date of P.M. Tuesday, March 25, 1952—the day of the an-

nual stockholders meeting. All editors who attended the reception were sent telegrams immediately after the stockholders voted in the name-change. At the same time the news release was mailed to the News Bureau's complete editorial list, covering plant city newspapers, business papers, financial publications, wire services and foreign publications.

During the reception for the press President Hobart C. Ramsey\* informally announced the expected name-change and told why it was being done. After the guests were introduced to all Worthington executives they were presented with a press kit containing data, background material and an advance copy of the news release. Included in each kit were two editing pencils imprinted with "Strike out 'pump' but not 'Worthington Corporation'."

**Advertising and Sales Promotion:** After name-change plans and budgets were approved a two-color, bleed spread was scheduled in direct-market publications, and a two-color, one-page advertisement was scheduled in indirect-market publications. A black and white advertisement, 8 3/4" x 11 1/2", was scheduled in plant city and New York newspapers.

The advertisement, the same for magazines and newspapers, was designed to put across the announcement of the name-change and tell why it was being done. The headline asked this question: "Why has the World's Leading Manufacturer of Pumps taken the 'Pump' out of its Name?" It was answered in the body copy with: "Worthington is more than pumps." Across the bottom of the advertisement was a display of the company's products in line cuts.

#### Plant City Media

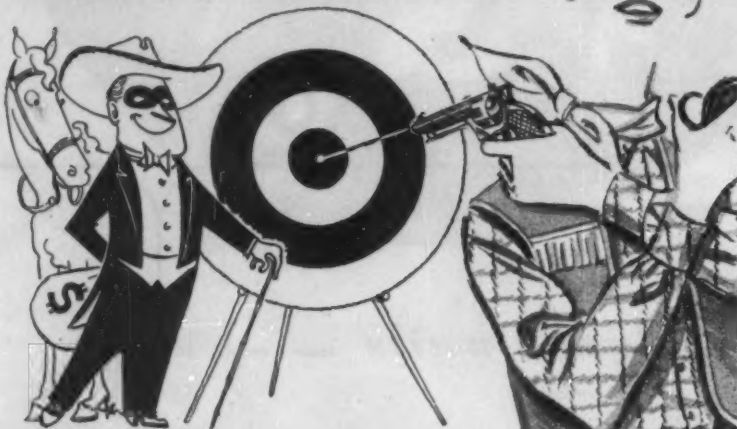
The newspapers considered plant city media were: *The New York Times*, *New York Herald Tribune*, *The Wall Street Journal*, *Buffalo Evening News*, *Buffalo Courier-Express*, *Newark (N. J.) News*, *Newark Star-Ledger*, *The Denver Post*, *Denver Rocky Mountain News*, *Plainfield (N. J.) Courier News*, *Springfield (Mass.) Republican*, *Springfield (Mass.) Union*, *Springfield (Mass.) Daily News*.

In addition to plant city newspapers a full-page advertisement was run in *Dover (N.J.) Advance*, *Dover (N.J.) Lakeland News*, *Oil City (Pa.) Blizzard*, *Oil City (Pa.) Der-*

\*Since Worthington changed its name Hobart C. Ramsey has been elected chairman of the board of directors and Edwin J. Schwanhousser has been made president.

## Sioux City Sue makes a hit

with the Lone Ranger's faithful sponsor



### KVTV GALLOPS OFF WITH 1ST PLACE IN GENERAL MILLS' LONE RANGER CONTEST

Sioux City Sue and her offspring won the \$1000 first prize for KVTV and that ain't buffalo chips. Wheaties and Cheerios moved faster than Hi Ho Silver as a result of KVTV's promotion and merchandising.

We were happy to win, of course, but not surprised. 2 national awards in less than 6 months means KVTV learned the sales trails well from big sister WNAX-570 — an old hand at ropin' and tyin' consumers. Corral that sales-merchandising know-how with KVTV's dominant position and you'll start a buying stampede everytime.

Your Katz man will get you in the bunkhouse.

CBS • ABC

**KVTV**  
Channel 9

SIoux CITY, IOWA

Serving Iowa's 2nd largest market. A Cowles Station, under the same management as WNAX-570, Yankton, South Dakota.  
Don D. Sullivan, Advertising Director

rick, Dunellen (N.J.) *Weekly Call*, Wellsville (N.Y.) *Reporter*, Holyoke (Mass.) *Transcript-Telegram*.

The total newspaper advertising appropriation was \$8,860.

Business and technical magazine advertising included a two-color, bleed spread in *Industry and Power*, *Power-Engineering*, *Oil and Gas Journal*, *Chemical Engineering*, *Chemical Processing*, *Public Works*, *Marine Engineer*; a one-page, two-color, bleed advertisement in *Time*, *Newsweek*, *Business Week*, *Fortune* (non-bleed), *Time Latin America*, *American Exporter*.

The total appropriation for advertising in magazines was \$30,605.

Announcement cards, stickers and letters all told the same brief story.

### Booklet Tells the Story

During the planning stage James Thomas Chirurg Co., Worthington's advertising agency, presented an idea for a booklet to tell a more detailed story of the name-change and the reasons for it. It recommended a "third party" approach in the booklet and suggested an author who could humanize the company and hold the reader's interest throughout the story better than Worthington could. The well-known *don herold* was commissioned to write the booklet and illustrate it with his cartoons.

The booklet, known to Worthingtonians as the "don herold booklet," is titled "A Lot of Things Besides Pumps." Across the bottom of the cover is this message: "In which I learn something about Worthington Corporation and its products."

The initial run of the booklet was 50,000. It was sent to stockholders, employees, distributors, customers, community leaders, members of the press and other interested individuals. It has since been reprinted three times and is still in use as a general description of what Worthington makes and contributes to various industries.

This is the total breakdown of advertising and promotion:

Magazine advertising .....	\$30,605.00*
Newspaper advertising .....	8,860.00
Production .....	5,000.00
Press reception .....	300.00
don herold booklet .....	6,000.00
Signs .....	12,000.00*
Business cards, postage, incidentals .....	1,000.00
	\$63,765.00
	- 36,600.00*

Approximate grand total cost for name-change in advertising and promotion area ....\$27,165.00

\*Amount normally budgeted for advertising space and signs, which would have been put through regardless of name-change.

In addition to the thousands of column-inches resulting directly from the news release and the press reception, other publicity ideas evolved. Many by-product articles resulted from these ideas, and the coordinated effort of the Advertising Department and the News Bureau was largely responsible for putting the name-change across to the public in a remarkably short time.

**Follow-through:** After the Target Date had passed, the new name was in use and details were wrapped up, Worthington planned other steps to capitalize on the name-change:

1. As news clippings and tear-sheets of articles came in, many of them were reprinted and used as handouts, direct mail, internal and external promotion.

2. Articles from big-name news magazines were reprinted and mailed to district offices, customers, stockholders, employees, or stocked for general promotion.

3. Advertisements carrying the name-change announcement were reprinted and used in much the same way as were the reprints of the articles.

4. By-product articles were similarly used.

**Results** of the careful planning for the name-change event, Worthington

management reports, are worth all the time, money and effort put into it. Worthington is referred to more frequently—by its new name instead of the old name. There have been some occasional slip-ups on the part of a few individuals referring to "Worthington Pump," "but," says Worthington management, "considering the thousands of references each month, one or two slip-ups are not too many to handle. We generally send out a gentle reminder.

"When we consider that each department had its own plan, schedule and follow-through, just as the News Bureau and Advertising and Promotion Departments did, we can visualize the effectiveness and the teamwork operation. Any one person or any one department could not have effectively carried through with the job in an organization the size and scope of Worthington Corporation.

"The general rules for successful name-change as we have established them are: (1) Formulate the objectives; (2) bring the entire team into the game and let each member take his proper position—be responsible for his share of the load; (3) hold to the objectives; (4) allow sufficient time in advance of Target Date... bringing in the team early will pay dividends in accomplishing the objectives with minimum time and energy; (5) capitalize on the original plan by effective follow-through."

The End



"What kind of a client-agency relationship do you call this?"



# Answering the Sales Managers Query: "What's the Future for Building?"

Both short and long range prospects encourage manufacturers to continue their aggressive bid for the Light Construction Industry's purchase dollars.

Manufacturers looking to the building industry for business have every reason to expect good returns from their sales and advertising efforts for years rather than months to come.

This foregoing statement is based on an exclusive article by Raymond Foley, formerly Federal Housing Administrator, in the May issue of *Practical Builder* and on this national building industry magazine's current "RED LETTER" as compiled by its editors for limited circulation among industrial and financial leaders.\*

So far as the immediate outlook for the important housing segment of the Light Construction Industry is concerned, Foley points out that some economists actually feel that we are over-building—while the National Association of Home Builders says just as positively that we are not. In between, he says, are the FHA and VA who are conservatively confident rather than pessimistic.

"We are just getting to the point where real progress can be made on one of the objectives of the 1948 million-a-year program—namely, getting rid of a lot of very bad housing," Foley writes in *Practical Builder*. "The more of this that can be done, the better. It can be more effectively done now because it is easier for many families so housed to buy today—if the new production stays large and varied enough.

"There are statistics of all sorts on the subject, and some statistics can be found to support either side of the argument. To our way of thinking the basic statistics of family formation, family growth, sub-standard housing, population movement trends, increased buying power, materials' supply, labor availability, technological advances, mortgage credit, plus the plain human urge for a better place to live, add up to a total that says 1,300,000 houses produced this year need not be overproduction, if mortgage funds remain available—and if they do not the 1,300,000 houses probably won't be produced.

"The biggest factor leading to the

belief that we will not overproduce this year in a national sense is that more and more the production is being tailored to the effective demand. Fewer builders are starting fleets of unsold houses—a safe procedure a few years ago. More builders are producing distinctive offerings to attract buyers out of old inventory."

So far as long range prospects for the Light Construction Industry are concerned, *Practical Builder's* RED LETTER says:

"Let's look at the facts: The non-residential segments of light construction: commercial building; light industrial building; farm building; institutional building—plus remodeling, alterations and repair, etc. accounted for over \$20 billion in total volume in 1954. New residential building accounted for \$12.7 billion. These are the Bureau of Labor Statistics and Department of Commerce figures, the best data available for comparative analysis. The consensus of the top building authorities in the country indicates that the non-housing segment will increase to between \$23 and \$24 billion in 1955. They also estimate that, with increasing costs, the new residential volume will hit \$15 billion.

"We must keep an eye on the future—the 1960's—and be prepared for them. Population will reach 190 million or more in the next decade. Our housing supply for 151.6 million people in 1950 was 46 million units. If a similar ratio is maintained, we will need to have a housing supply of nearly 56 million units by 1965. That's just the basic need. Add obsolescence factors contributing to demand, and an optimistic long range view seems amply justified."

"If you are interested in receiving *Practical Builder's* RED LETTER regularly, simply tell us to what address you prefer to receive it. There's no cost or obligation. Also, if you would like to read Mr. Foley's current article, "Are We Overbuilding?", write Industrial Publications, 5 South Wabash, Chicago, and a copy will be mailed to you as long as the supply lasts.

## NEW BOOKS FOR MARKETING MEN

Books reviewed or mentioned in this column are not available from SALES MANAGEMENT. Please order from your book store or direct from the publisher.

**Directory of Manufacturers of America.** Published by Directory of Manufacturers of America, 186 Joralemon St., Brooklyn 1, N. Y. Price, \$125.

The most expensive book this department has ever reviewed. . . . This enormous compilation of manufacturers is arranged, thumb-index style, by states for easy reference. Manufacturers are listed by classification and there are more than 30,000 listings for the U. S. The book also gives the approximate number of employees, tells whom to solicit and provides listings of company executives. The publishers suggest it as a tool for locating new markets, for finding potential customers and as a mailing expeditor.

**Big League Salesmanship.** By Bert H. Schlain. Published by Prentice-Hall, Inc., 70 Fifth Ave., New York 11, N. Y. Price, \$4.95.

The publishers call this book "a treasure chest of professional selling techniques written for the man who has his eye on more sales, more income and steady advancement." Author Schlain has spent 34 years in advertising, selling, sales promotion and sales management. He sees his book as a refresher course for men actively engaged in selling and his material contains data, techniques, examples and case histories of famous salesmen.

**Manual of Industrial Engineering Procedures.** By John A. Patton. Published by William C. Brown Co., 915 Main St., Dubuque, Ia. Price, \$10.

Here is a guide for those engaged in improving the profit picture, in cutting costs, in increasing production, more efficient operation. It also provides valuable data for setting up better training and selection programs and in improving the sales and distribution networks. Patton's methods have won him acclaim from numerous key companies.

**Law of Selling.** By Joseph Hoehlein. Published by Oceana Publications, 43 West 16th St., New York 11, N. Y. Price, \$1. (paper bound); \$2. (cloth bound).

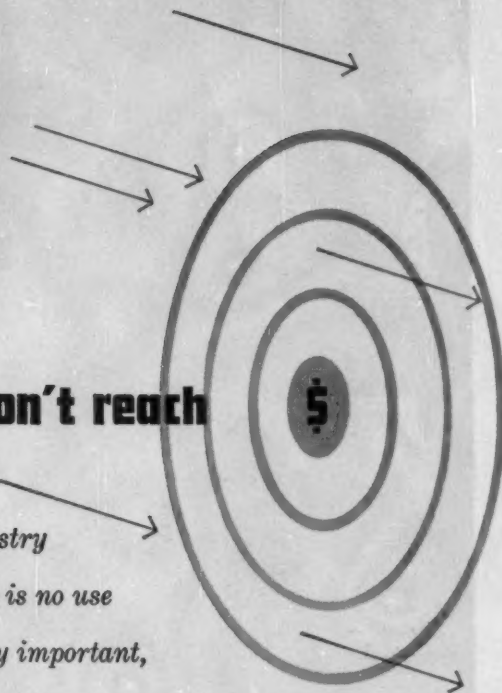
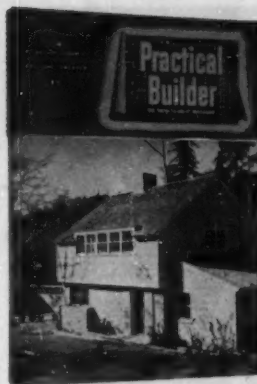
Dr. Hoehlein, Law Department, Pace College, and a member of the New York and Federal Bars, has aimed at providing the layman with non-technical treatment of a variety of legal subjects. This particular study deals with sales and sales contracts.

**A Company Guide to the Selection of Company Salesmen.** By Milton M. Mandell. Published by American Management Association, 330 West 42nd St., New York 36, N. Y. Price, \$4.75. (\$3.50 to AMA members.)

Here's a down-to-earth report which analyzes the practices of 180 manufacturing firms in various fields to show how they operate in the selection of their salesmen. It also demonstrates how these firms combat sales staff turnover and the improvement of sales performances.

*Says Donald W. Lewis, Builder  
and Designer, Anchorage, Alaska:*

*"Practical Builder isn't just  
another magazine to us...it is  
the means by which we keep up  
with new developments and  
products being brought out by both  
builders and material men in  
the States; and I want you  
to know we appreciate it."*



## You can't sell builders you don't reach

*Anyone conversant with the light construction industry today knows it's the builders who are buyers. There is no use laboring that point. But there's another, and equally important, point that makes grown-up sense: You can't sell builders you don't reach. And don't let anyone kid you: Builders are not neatly pigeon-holed in certain close-knit geographic areas. They're all over the map...just as houses and people are. So if you want your share of this year's close-to-40-billion-dollar light construction market (including remodeling, repair, etc.), you have to reach ALL the builders who count...in big towns, small towns, in-between. That automatically makes **practical builder** your national market-place. It gives you not just part of the builder-market but all of it. And at lowest cost per page per builder-buyer. Yessir, the more you add it up the more you find: PB is your Plus Buy...by far!*



**...of the light  
construction industry**



"UPON RECEIPT of this signed certificate (left), A-P Controls Corp. will issue to the person hereon named a registered binder of product information, and will forward new and revised material as it is released."

## Prospects Ask for Catalog, Keep It Up-to-Date

A-P Controls has been deluged with signed certificates, which simply are requests for the new products catalog.

BY JAMES M. JOHNSTON

To keep customers up-to-date on its products and to keep its own records up-to-date on customers, the A-P Controls Corp., Milwaukee, gets personal.

"This binder is for the personal use of . . ." These are the opening words on the first sheet of the A-P catalog. Filled in are the name, title and company of the recipient.

"Need a lift with your flow control problems?" This question appears immediately beneath the recipient's name.

"Just a phone call, post card or letter will bring you all the engineering knowledge at our command! Here is our calling card—we will be pleased to hear from you . . ."

The A-P catalog, leatherette covered and fastened with Duotang fasteners, has loose-leaf sheets listing prices and specifications of valves and controls A-P manufactures for refrigeration units and oil and gas heating equipment.

Sales Vice-President Del Moerick explains that the idea stemmed from

customer complaints that A-P was not keeping them informed about the latest valves. Not that A-P hadn't sent customers revised data to be inserted in their catalogs, but the book just didn't have that extra 10%—that extra personal appeal—that made them want to keep it up-to-date.

Seeking a remedy, Moerick conferred with Advertising Manager Harry Welch and, in 1952, the personalized catalog plan was worked out and put into operation.

Through direct mail, house publications, customer lists and trade show exhibits the firm advertised its new registered binder. To receive it the prospect had to fill out a certificate bearing Moerick's signature.

"Upon receipt of this signed certificate," it states, "A-P Controls Corporation will issue to the person hereon named a registered binder of product information, and will forward new and revised material as it is released." The prospect gives his name, title, company name and address.

A-P Controls was deluged with signed certificates from all the old customers, and many new ones contacted at trade shows and through direct mail. From 3,500 to 4,000 registered binders have been distributed in every state and in Canada.

"About half the catalogs have been mailed by the home office and half distributed by our 25 salesmen," says Moerick. "Wherever possible the salesman delivers them himself. It's an occasion for another sales call and it emphasizes the personal nature of the whole project. However, we don't expect salesmen with large geographical territories to deliver catalogs."

Since development of the registered binder, the firm has introduced six new products. For each one a new bulletin was sent to customers with instructions to "take out the old, put in the new." When a binder becomes dog-eared, a new catalog is issued.

The plan has also been installed for the Milwaukee Valve Co., recently purchased by A-P Controls.

Results? Says Moerick, "We haven't had one complaint about obsolete information. Apparently the executives, or their secretaries, are faithfully inserting the supplementary sheets in place of the old ones."

The company now has complete, up-to-date records on its customers. The certificates and properly filled-out cards enable A-P to keep track of executives, and provide a close check on the binders and their distribution. No longer does A-P waste its literature on those who have no use for it. No longer does the firm fail to send it to customers who need it. **The End**



## TWO-WAY STRETCH PROBLEMS?



Advertisers with budgets stretched to the breaking point will appreciate the newspaper situation in South Bend. For here, in Indiana's 2nd market, you can saturate the Metropolitan Area (96.7% coverage) with only one newspaper. Line rate is only 28c (milline rate 20.9% below average of comparable papers). No other newspaper we know of provides saturation so economically. Besides, South Bend is one of the Nation's richest markets! Get all the facts. Write for free new market data book.

**The  
South Bend  
Tribune**



The South Bend, Ind. Market:  
7 Counties, 1/2 Million People

Franklin D. Schurz — Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

**EVERYBODY READS  
YOUR AD IN THE  
BEACON JOURNAL**



### CIRCULATION

Evening, 155,154

Sunday, 162,175

### POPULATION

Metro. Area, 446,100

Ret. Tr. Area, 578,300

### ONE LOW RATE

Evening or Sunday

## YOU GET COMPLETE COVERAGE IN AKRON'S ONE BILLION FORTY MILLION DOLLAR MARKET

Akron's ONLY newspaper gives you complete and exclusive access to Akron's important Billion Dollar Market. Other comparable markets require TWO papers to do the job. Akron's one powerful newspaper, at one low cost, either Evening or Sunday, is a best buy for you. R-O-P Color available Daily or Sunday.

# AKRON BEACON JOURNAL

STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER



**Feel trapped?**

Stuck for a reliable source of plastic parts . . . need cost-cutting design help . . . want on-time deliveries every time? Get them all at Chicago Molded. For Chicago Molded puts at your service the skill from 35 years' experience in custom molding . . . unbeatable production facilities . . . engineers and designers who help you eliminate costly, unnecessary frills. Don't be trapped into less than the best plastic parts—write, wire or phone

**CHICAGO MOLDED**  
PRODUCTS CORPORATION  
1035 N. Kalmar Ave., Chicago 51, Ill.  
Phone: Dickens 2-9000




**size where it counts**

And it really counts in molding plastic parts! Example: it's because Chicago Molded is one of America's largest plastic molders, that you get on-time deliveries every time . . . more cost-cutting design ideas . . . facilities for fast, quality production of anything from the smallest to the largest parts made—in any quantity. On your next molding job, put size to work where it counts. Call:

**CHICAGO MOLDED**  
PRODUCTS CORPORATION  
1035 N. Kalmar Ave., Chicago 51, Ill.  
Phone: Dickens 2-9000




**want action?**

Need plastic parts fast? On-time deliveries every time? Come to Chicago Molded where unbeatable facilities assure you of fast, quality production of anything from the smallest to the largest parts made—in any quantity. You save money, too—our expert design staff works for you with the skill from 35 years' experience . . . helps you eliminate costly frills. If you want action—call:

**CHICAGO MOLDED**  
PRODUCTS CORPORATION  
1035 N. Kalmar Ave., Chicago 51, Ill.  
Phone: Dickens 2-9000



"WE DON'T have to be ostentatious or look stuffy," declares Chicago Molded's sales manager, "to create a favorable impression. Even management is human! And even

steel companies and banks have proved that the light touch can be used successfully if it is done with good taste. The reader simply has to find out what's going on."

## Answer for "Never Heard of You!"

If you have a big sales problem—one that looks too big for advertising you can afford—don't lose the chance to find a David to cut Goliath down to size. Chicago Molded has found a way to broaden management-prospect coverage.

**BY JAMES E. JOHNSTON**

**V-P and Sales Manager, Chicago Molded Products Corp.**

Ever notice how fast top management deals itself back into the game when competition starts to tighten up? V-p's and department heads, who took it easy on the sidelines directing policy, when sales piled up smoothly, suddenly start breathing down everybody's neck—from the night watchman's to the sales manager's.

It's seldom by official directive, of course—it's just one of those changes that happen. Trouble is, if you're not on the ball enough to sense when it starts, you can wind up ringing doorbells in the wilderness almost overnight.

Everybody's a buyer, too, in times like these. From the board chairman down, the whole executive row moves in as I-can-buy-it-cheaper assistants for the purchasing department. And heaven help the poor purchasing agent who can't document to the fifty-third decimal why it's better business to deal with Company A than with Company Z—even when delivery, quality and other "intangibles" are the main points of difference.

And heaven help you, too, as a prospective supplier, if any of the brass should ask, "Who did you say this company is?" As you know, a single

"Never - heard - of - them" can undo years of sales groundwork.

Many management officials never heard of us, either. My company, Chicago Molded Products Corp., began to run head-on into this problem last year. Our primary targets had been—still are, for normal sales and advertising—purchasing agents and design engineers. But by early 1954 a third major buying influence was really being felt. In fact, early as 1953 John Bachner, our executive vice-president, pointed out, "Management is getting into the picture more and more. They're shopping . . . looking for every angle . . . trying to cut costs wherever they can possibly cut them."

To Chicago Molded, this was a serious situation. You see, we're a custom molder of plastics parts. If there's a part, product or component you'd like molded of plastics—we can do it. We've been at this job for 35 years, which makes us one of the real great-granddaddys in plastics. We specialize in selling our services to

# How to create a "hard sell" ad . . .

Have you ever had a wonderful idea for an ad? Let us tell you a story about a young man who did!

The first advertising account he worked on was for a manufacturer of heavy industrial equipment—a leading company in an extremely competitive field. One day, as a seasoned veteran of six months experience with this client, he had a wonderful idea for an ad.

Instead of the usual hard-sell, our young man proposed a change of pace. A "prestige" ad. An ad which was, it turned out, easy for him to sell to the client because it made the client feel good.

The ad ran, and nothing more was said about it.

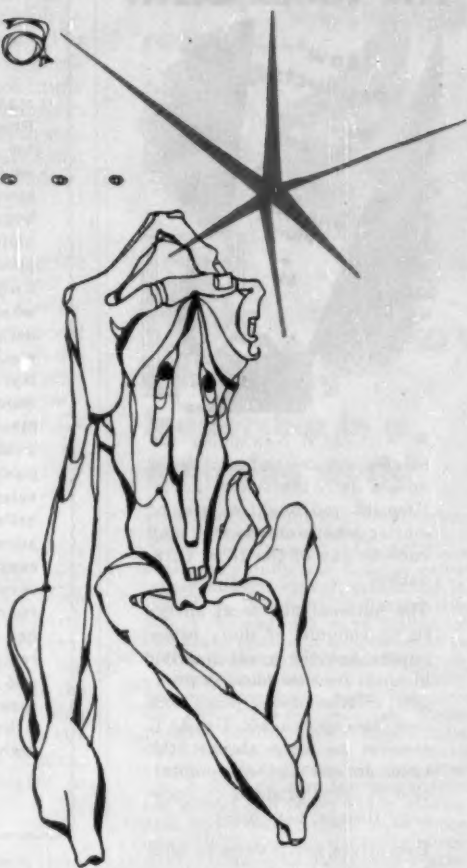
That is, until three years later. In the interim, our young account executive had spent much of his time in the field with the client's salesmen and customers. He now had a first-hand knowledge of why industry buys his client's equipment.

Recently he came across his first "wonderful-idea" ad in an old proof book, and he realized that "49 years of progress" was *not* the reason why industry buys his client's machines.

Furthermore, he knew that any salesman who said "Look to us for leadership" would get nothing but raised eyebrows from any self-respecting purchasing agent.

Our young account man had discovered something too many people forget (or never know)—there is no such thing as a wonderful idea for an ad, but there *are* wonderful ideas for making sales. Three years ago he had the cart before the horse: *he wanted to make an ad without knowing how to make a sale.*

It's our conviction that advertising is *selling*. A



wonderful idea in our business has to be a wonderful *selling* idea. And selling ideas are *always* based on product knowledge and market knowledge.

## MORAL:

If you wouldn't say it face-to-face to your prospect, don't say it in an ad.

Marsteller, Rickard,  
Gebhardt and Reed, Inc.

A D V E R T I S I N G

NEW YORK • CHICAGO • PITTSBURGH  
AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.  
MARKETING COUNSEL • MARSTELLER RESEARCH, INC.



## KEEP ABREAST THE TIMES ON...



● With ACB Newspaper Research Services you need never miss a daily newspaper advertisement you ought to see, no matter where or when it may run—in any of the 1,750 U. S. dailies!

The national and local advertising columns of daily newspapers are the great proving grounds for new ideas in products, merchandising plans, and new sales approaches. Use ACB services to keep abreast the times on new and old competition... new products... new copy themes, new uses.

Executives are invited to send for our catalog which outlines 14 ACB Newspaper Research Services. You will be agreeably surprised at the modest cost for which a service, built to your own special needs, can be furnished.

Send for ACB's Catalog. 48 pages. Describes each of ACB's 14 Research Services. Gives many case histories; cost of service, or method of estimating; complete directory of dailies; U. S. Census of retail stores. It's free! Ask for it today.

Submit every advertisement to each daily newspaper

### ACB SERVICE OFFICES

79 Madison Ave. • New York 16  
18 S. Michigan Ave. • Chicago 3  
20 South Third St. • Columbus 15  
161 Jefferson Ave. • Memphis 3  
51 First St. • San Francisco 5



### James E. Johnston

... vice-president and sales manager of Chicago Molded Products Corp., went to work for the company in 1925 when he first left his native town of Spring Valley, Ill. He began as an inspector of molded parts and after a few years was advanced to the Engineering Department where he acquired broad experience in material and techniques of the molding industry. Later, he became the company's first junior salesman and progressed rapidly until he became the company's vice-president and sales manager in 1944. He believes in business paper advertising and is a staunch supporter of the company's campaigns which have been running regularly for a number of years in publications reaching purchasing agents and design engineers. He makes his home in suburban Arlington Heights, and is an enthusiastic and able golfer.

companion in the Midwest. That's because transportation and communication costs pretty much restrict the area of economic competition. And, in our own back yard, to our prime targets, the name Chicago Molded needs no introduction.

But, these days when everyone's a buyer, everyone's a prospect, too. And that's true not only with the relatively few volume users of plastics who furnish the lion's share of our business—but practically every manufacturer in the territory we serve. For it's hard to find a manufacturer who couldn't, or wouldn't, or isn't sometime going to use plastics for at least some part of his operation.

And it's these "irregulars"—the companies that might use plastics but don't use them regularly in large volume—that may be, and often are, the volume buyers of tomorrow. So we need these "irregulars" and need them badly.

Unfortunately, far too often top management of these "irregulars" does not know us at all—though even

here the design and purchasing functions know us pretty well.

Price competition doesn't help us, either. As John Bachner said, management's shopping... trying to cut costs wherever they can. What he didn't have to add was that this placed the burden of proof, in prospect-management eyes, on Chicago Molded—because we aren't a bargain basement operation and never could be. It's our normal way of doing business to supply "full-line engineering." We try to overlook nothing—from design of parts and molds, to laboratory tests on materials, to close quality control of production.

And it pays off, as such things must. Not only in high quality, but in fast deliveries, in engineering help that's sometimes the whole difference between success and failure for a given part, and in opening up new markets for us that have high profit potentials.

But, unless a prospect has experienced a whole stomachful of delays, rejects, breakage, returns and the like, he's not likely to recognize the hidden costs that so often come wrapped in low bids for plastics moldings. And it's even worse if this prospect's management is now in the purchasing act, trying to squeeze costs. Too often they're not overly experienced in evaluating the intangibles... specifically among suppliers of plastics parts.

... and still more problems. This, then, was the new buying factor that was beginning to make itself felt—often to our loss. Obviously, it was becoming imperative that we introduce ourselves to this new factor—prospect-management. We had to become recognized and accepted by them—but we had another problem.

Our management was economy-minded, too. While advertising seemed a natural way to start the ball rolling, we had a very modest advertising appropriation, and our top brass was no more inclined to raise the ante than any other management would be.

The way out. We tossed this little baby in the lap of John Stokes, our sales promotion manager. We gave him \$7,500 to work with, over and above our basic advertising appropriation. And he and our advertising agency, the G. M. Basford Company, came up with a solution that was both ingenious and imaginative.

John Stokes and Basford parlayed this vest-pocket appropriation into a full campaign of 86 advertisements—and placed it in one of the top management publications! They supplemented the advertising with a mer-

chandising program that doubled—and even tripled—the mileage from the basic material.

All this with one of those solutions that now, in retrospect, seems disarmingly simple.

**Zeroing-in on target.** Here's how, by a process of reasoning—and a good many smoky discussions—we finally zeroed-in on our prospect-management target. We first considered all possible ways of reaching our prospect-management audience—*Fortune*, *Business Week*, radio, *The Wall Street Journal*, *Newsweek* . . . and all the rest of the so-called "management-media," as well as a good many more. There were plenty of them—and they were plenty expensive, too.

They were way out of our price range—and a big reason seemed to be that most of them were essentially "national" in character, whereas our business was essentially "regional." At this point, since *The Wall Street Journal* offered a special Midwest edition, that seemed to us to be the natural choice. But here, again, we stared the money dilemma squarely in the face. Even half-page advertisements, appearing only once a week, would have exhausted our budget in less than three months.

Then the agency suggested "small space" advertisements. You know, those one-column jobs that usually get submerged in a sea of other anonymous one-column advertisements. Apparently, this was the only answer. But the \$64 question was, "Is it possible to do a 'prestige' campaign in small space?" The agency believed it was, so we told them to make a stab at it.

### Works Like Big Space

And they came up with advertisements that make small space *work like big space*. To attack the Goliaths, they gave us a David—complete with sling. The proof is now appearing regularly in the pages of *The Wall Street Journal's* Midwest edition. If I could spread today's issue on your desk, you'd immediately spot our advertisement—even before you'd see the far larger advertisements on the same page.

There are many technical reasons for this, such as the split illustration which gives the illusion of being much bigger than it is, and the bold border that holds the whole thing together.

But the big, the important thing that attracts the eye, is that the advertisements *look completely different* from the surrounding advertisements. They attract attention—and they hold attention. The text is so brief that the compulsion to read it is

strong. The reader simply has to find out what's going on—almost like reading the caption for a cartoon.

But is this good "prestige" advertising? Oddly enough—yes. The agency showed us that it isn't necessary to be ostentatious or look stuffy to create a favorable impression. Even management is human! And even steel companies and banks have proved that the light touch can be used successfully if it is done with good taste.

**Extra mileage, too.** An intriguing part of this campaign is how well it lends itself to merchandising. For example, regular government two-cent post cards were made-to-order for these advertisements. We reprinted them, one at a time, on the message side of the post cards, for about a penny apiece. So, for \$300, we increased our mileage of each advertisement by 10,000 prospects.

**A division benefits, too.** We've adapted this same advertising technique to our Campco Division, which manufactures a plastic sheet material. These Campco advertisements bear the same family resemblance . . . run in *The Wall Street Journal* for the same basic reasons . . . and are being direct-mailed to a selected list. We are even experimenting with printing post cards directly on samples of Campco sheet.

**Significance of it all.** From the standpoint of the Sales Department, the execution of this campaign, ingenious though it is, is not its really significant feature. Its fundamental importance is *how much pre-selling* it does to our prospect-management for *how little cost*. And here's the answer: We are "calling" about twice a week on tens of thousands in the prospect-management group—for less than the going rate for one salesman. How else could we afford to do it?

And let's not forget our own management. We're "pre-selling" them, too—pre-selling them on our determination to put Chicago Molded on the map. They see for themselves, in their own personal copies of *The Wall Street Journal*, how we're working to put the name of their company and ours in the minds of management throughout the Midwest.

So if you've got yourself a big sales problem—one that looks too big for the advertising you can afford—don't overlook the chance of finding a David to cut the Goliath down to size. Sure, it's a challenge—and it takes a lot of doing. But it certainly pays off.

The End

## The Daily Newspaper retains...



## advertising leadership in a changing world

Ours has been an unique observation post of advertising.

For more than 30 years ACB has read every daily and Sunday newspaper advertisement published in the U. S. When ACB started this job, the headlines were telling of General Pershing's appointment to high command in World War I.

Since that time electronic advertising media have been invented and come into common use. Competitive printed media has, during that time, made an impressive growth. But during all this time the daily and Sunday newspaper has grown still faster in circulation and advertising, until now more advertising runs in the daily newspapers than in all other media combined. There are 45 million families in the U. S., but 54 million newspapers are sold daily. More newspapers are sold than bottles of milk!

### Why Newspaper Linage Grows

From ACB's unique observation post we have seen some of the reasons why this growth in newspaper advertising . . . the ability to name the local store . . . the ability to step up dealer distribution and cooperation . . . the ability to select the most productive markets.

Our reading in behalf of the daily newspaper publishers led us into Newspaper Research Services for merchandisers. See opposite column.

These merchandisers usually ask us to take the jig-saw puzzle of newspaper advertising in 1,393 U.S. cities and put it into one sharp, coherent picture so that they can tell "who" is advertising "what," "where," and just how their own efforts stand in the picture.

ACB furnishes a complete, accurate & dependable service.

See opposite page for listing of ACB Service Offices



The  
**ADVERTISING  
CHECKING BUREAU  
INC.**

# How to Get Salesmen To Listen, Learn, and Love It

Here are seven practical and thoroughly tested rules for improving the speaking you do before your own sales force. Master them, practice, then see how eager your men will be to join you in every lively shirt-sleeve meeting workout.

**BY WILLIAM RADOS**  
*Sales Training Consultant*

If your job depended on your next appearance before a sales audience, that would be a wonderful thing for your salesmen.

I ought to know.

At one time I had "security."

For 17 years I was a salaried corporate sales training director.

Then I hung up my shingle and found that I was right back where I started—working on straight commission.

But I discovered that one way to get business is to address sales meetings.

If the audience likes it, the client buys more.

IF.

To eat, I had to pay attention to the art and science of how to make a sales audience demand more, more, more.

In so doing, I observed that some speakers—not you, of course—still get up in front of an audience and fail to put it over.

Result: confused salesmen; no sales.

When a sales speaker "goofs," there is no legitimate reason for it. Analysis shows that successful speakers follow a few simple rules. Anyone can follow them.

Here they are:

**1. Present the subjects salesmen hunger for.** There is never any shortage of subjects to discuss in a meeting. All are necessary. But some are more necessary than others. For instance, no salesman ever rushes home and says, "Darling, most sales meetings I go to are strictly for the birds. But today I really got a charge. A guy from the controller's office told us how to make out our expense reports. Boy!"

The subjects salesmen hunger for are those which *directly affect* their standing, their pay checks, their satis-

faction with the job. Examples: how to find more prospects; the steps of the sale; the solutions to everyday problems.

*The 10 most popular subjects.* A survey\* conducted jointly by National Sales Executives, Inc., and the National Society of Sales Training Executives, revealed 10 subjects of great value in training salesmen:

1. Developing customer good will.
2. Determining customer needs.
3. Overcoming objections.
4. Sales approach.
5. Organization and use of salesman's time.
6. Use of kits, samples and portfolios.

## About the Author

Bill Rados has specialized in sales training for 26 years and has been director of sales training for leading corporations. He is past president of the National Society of Sales Training Executives; author of "How to Select Better Salesmen" (Prentice-Hall); nationally recognized as a pioneer in better techniques of hiring and training salesmen. His firm is retained as consultant by companies large and small to aid in controlling costs and increasing sales.

This article is based on his extensive experience addressing clubs and conventions, and in conducting salesman and management courses for client firms.



"NEVER MERELY TELL when you can show," advises Bill Rados. Visually, he says, speed understanding.

7. Product presentation and demonstration.

8. Answering questions.

9. Getting repeat orders.

10. Salesman's job duties.

People seldom blame poor sales on advertising, credit policies or product features. No, they insist that the major problems develop in face-to-face contact with the prospect. So don't make the mistake of building your meeting entirely around non-selling subjects. Do make time to feature the subjects salesmen hunger for.

**2. Before you try to sell the subject, sell yourself.** Many sales speakers put the cart before the horse.

For instance, your object in addressing the group is to get that group to do something for you. That's the No. 1 reason for your talk. But your problem is not No. 1 to your audience—not by a long shot.

Members of the audience have their problems. They have come hoping to get something in return for their time.

The No. 1 question your audience silently asks is, "What's in it for me?" So, just before you get up to speak, prime yourself with this attitude, "How much good can I do these men?"

Tips from experience:

(a) *Be a regular guy.* Sincerity is the key word.

(b) *Identify yourself with the group.* Show that you have traveled the same rocky road.

(c) *Practice what you preach.* I know one vice-president who is seeking to train his men to sell on the merits of the product. But he makes his sales by using the low-low discount.

\*Published Feb. 15, 1950, SALES MANAGEMENT.

SALES MANAGEMENT





## LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES

✓ NOT COVERED BY LOS ANGELES  
AND SAN FRANCISCO NEWSPAPERS

California's Billion Dollar Valley lies inland — isolated from distant Coast cities by mountains. This independent, self-contained area is bigger than Missouri, has more population than Arkansas. Valley families have nearly \$3½ billion in buying power, and more gross cash farm income than Minnesota.\* You're not selling California unless you're selling the Valley. And to cover it in depth, you need the three Bee newspapers, each the strong local favorite in its own part of the Valley.

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE



\* Sales Management's 1954 Copyrighted Survey

### McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

(d) *Don't criticize your audience, or salesmen in general.* When sales of a famous appliance manufacturer were at an all-time low, the vice-president called in his district managers and bawled them out. It wasn't their fault. The fault lay in the veep's bankruptcy of ideas. But they left the meeting lower than Gimbel's second basement.

(e) *Don't insult your audience's intelligence by promising miracles.* Example: "Double sales by following these three magic rules." If it were that easy, your audience would have

discovered it long ago.

(f) *Don't assume that salesmen are lazy or ignorant.* Give them credit for trying—they probably are trying. Besides, collectively they know more about the job than you do.

3. **Tell it the modern way.** Your grandfather and mine sat happily through long orations on politics, religion, science and travel.

Why not? No movies, no cars, no television, no cocktail lounges.

Today, nobody has time for anything. In addition, we are less in-

clined to take anyone else's word on faith alone.

To click with modern audiences, make your presentation modern:

(a) *Streamline.* Use the fewest possible words. On one occasion I addressed a group for 45 minutes. No one even bought me a lunch. Two years later I addressed the same group and spoke for five minutes. One man was so exhilarated he rushed up and pressed a \$5,000 order on me.

(b) *Demonstrate as you talk.* Don't talk bare-handed. Certainly not if your talk takes more than 10 minutes. We tend to believe what we see; use visuals for faster understanding. I have \$3,000 worth of props to illustrate my talks.

(c) *Simple words.* It's funny when the prissy accountant on the Burns and Allen show speaks his academic gobbledegook. But "'tain't funny, McGee" when a sales speaker does it. No contact. Use everyday language, short sentences.

(d) *Spoken language and written language* differ as much as the Georgia hill-billy and the Harvard professor. The first goes to the ear, the second to the eye. In preparing your script, don't sit down and write it. Stand up and speak your piece into a tape recorder, then type it from the tape.

(e) *Cite actual cases.* When two salesmen swap views over a Coke, do they discuss general principles? Or personal experiences? Whether you address two or 2,000 salesmen, garnish your general principles with specific illustrative cases.

(f) *Speaking formula.* Organize your presentation around a formula. There are many. For instance, the old Attention, Interest, Desire, Action—AIDA. A sales meeting is a group sale; follow the principles of a sales presentation.

And finally — no off-color lines, profanity, funny (?) stories, or bad grammar.

#### 4. Get the audience into the act.

This happened with salesmen of Sweet-Orr men's work garments. I announced that I was going to present several features of a man's tie, and asked them to keep count. When I called, "How many?" answers ranged from four to 12. Actually I had presented five.

This incident illustrates three points: (1) Ask the audience to count, watch, observe or check and naturally you get the audience into the act; (2) the prospect won't make the correct count of your product features by himself, the salesman must tell him; (3) present several points

## YOU TELL 'EM WHAT TO BUY...

LET

**Operator 25**

**TELL 'EM  
WHERE!**



When your advertising arouses interest in your product, the prospect can locate his nearest dealer by calling Western Union and asking for Operator 25.

**Contact Western Union for Details**

Operator 25 service is available in over 20,000 communities from coast-to-coast. The service can be tailor-made to your needs whether you sell nationally or locally... through one or several types of outlets. Get the facts before you plan your next campaign.

See how quickly the service works, Call Western Union by number... ask for Operator 25. She'll send you a copy of our latest folder.

and the result is confusion unless you distinctly enumerate each one.

The law that requires a speaker to get his audience into the act is: *People learn only when they do something.* Use questions, quiz papers, mock sales, round table discussions, plain or fancy panel shows. Have your audience count. Make a choice. Call on salesmen to describe what you have just told them.

If your talk originally runs one hour, cut it to 30 minutes, and conduct audience participation for the remaining 30 minutes. Your listeners will get more out of the last half. Thus your talk will accomplish its purpose.

**5. Check to see if everybody understands.** Seated on a platform in Cincinnati's Netherland Plaza Hotel are 12 Crosley dealers. Each wears a comic bow tie and a smudge of burnt cork on his cheeks. They are "minstrels" and the meeting chairman, acting as "interlocutor," quizzes both audience and minstrels about the refrigerator presentation which has just ended.

For each right answer the winner receives bulky unwrapped groceries—a large wet fish, a dozen donuts, two pounds of bananas, etc.

It was just another way to sugarcoat a quiz show, but the audience loved it. And the next day, a key G-E dealer took on the Crosley line!

Why the quiz?

To make sure that every man in the audience understood the product presentation. I have never failed to note in the several thousand meetings I have attended that at least a few salesmen misunderstand the speaker.

If you expect action from your listeners, it is vital that you check to make sure that every man understands you. As indicated under Rule 4, there are endless ways of getting a response from each man.

**6. Dramatize the benefit to the salesman.** When I wrote a training course for Brauer Bros. Shoe Co., St. Louis (Paradise and Confettis' women's shoes), I held it up before the salesman and shook dollar bills out of it.

For Hotpoint Co.: Vice-president Len Truesdell pasted a dollar bill inside each manual with this line, *"Just a sample of what's in it for you when you apply this program everyday on every call."* This Hotpoint manual was a popular book.

Before a Kelvinator convention I displayed a "money bag" five feet high. It was stuffed to bursting with the \$6 million we were going to pay

Kelvinator salesmen for doing their part in the coming year. And to prove that we actually had the money, I took a few bills out, under the watchful eyes of the armed guards, and tossed them into the audience. (Shows the advantage of arriving in time for a front seat.)

Key objective of any sales meeting is to produce sales. More sales mean more money for the salesmen.

Dramatize the incentive and you stimulate Mr. Salesman to go all-out.

**7. Expect the worst, so be pre-**

pared. In the basement of a Louisville whiskey distributor's warehouse a speaker from the distillery was explaining the quality of his brand. He gradually worked up to his climax: *"And now you see why this brand is so delicious."*

At that moment, a huge rat ran out on the platform and peered at the audience.

From then on, around Louisville at least, that brand was known as Mr. Rat.

At a meeting of the Chicago Sales Executives Club, when it came time

for "EXECUTIVE SHIFTS

IN THE SALES WORLD"



**Your Mayflower representative helps sell the "shift" at home! He sees the family, explains the service... removes moving worries!**

**AERO MAYFLOWER TRANSIT CO., INC.  
INDIANAPOLIS, INDIANA**



**MAYFLOWER LONG-DISTANCE MOVING SERVICE—America's Finest**





## NOW... YOUR SALESMEN TELL YOUR STORY THE WAY YOU WANT IT TOLD

Your sales story can now be illustrated — in exact sequence — with full color pictures of your product, plant, and advertising plans. This amazing sales-stimulator takes 36 standard 35mm slides at a time.

The FR Port-A-View has been hailed by sales managers as an economical, effective sales aid that salesmen like to use. Used by America's top companies. At photo dealers or write FR for free 30-day trial.



**fr**

### PORT-A-VIEW

Self-contained projector, screen and automatic slide changer

**\$54.95**  
case extra

DISCOUNTS IN QUANTITY  
Weights only 4 lbs. Sets up, folds instantly, carries over shoulder like camera.



THE FR CORPORATION 951 BROOK AVENUE, NEW YORK 61

## Sales Executives Tell Us . . .

Executives tell us that unlimited possibilities for marketing and merchandising exists in the hundreds of public shows being staged throughout the country. Large responsive audiences are available at a very low cost. Unusual opportunities to stimulate distributor and dealer participation make this the most logical type of sales stimulant. Naturally, these same sales executives depend on **SALES MEETINGS' Directory of Conventions & Trade Shows**, which has supplied them with the factual information necessary to work up their programs.

The directory, issued quarterly, is available to

**SALES MANAGEMENT** subscribers only at \$7 a year.

For easy reference, it is cross indexed by industry.

### SALES MEETINGS

#### Part 2—Sales Management

Conventions • Trade Shows • Expositions

1200 Land Title Bldg., Philadelphia 10, Pa.

to show slides, the G-E engineers assigned to the job took 10 minutes to puzzle out the switchboard.

At a meeting in Cleveland's Hotel Carter, when it came time for the round table discussion, one of the salesmen wanted to hog the floor. Since he was a customer, he had to be tactfully squelched.

All of which illustrates that practically no meeting ever runs exactly as planned. This calls for preparation.

As we see, all of the troubles (except the rat) are of two kinds—physical and human.

On the physical side, it's wise to use a check list as a guide in setting up meeting arrangements. On the human side, I make sure that the speaker is fully prepared and I arrange with the chairman to handle "characters."

The End



### Squeeze Play: How To Lay It On The Line

That's not toothpaste Junior is spreading on his bread: It's jelly! And Junior is showing you a trick The Collapsible Tube Manufacturers Council has borrowed from European food processors who, for years, have been marketing a variety of foods in easy-to-use containers. The Council feels American food marketers have been missing this good bet. To promote the idea of food in fold-up containers it distributed thousands of one-ounce containers of apple-raspberry jelly during the 24th annual National Packaging Exposition in Chicago.

In Switzerland 90% of all mustard is packaged in collapsible metal tubes. Sweden encases fish and meat pastes, catsup, caviar, honey and even coffee cream in the cylinders. The Council thinks American food processors should go and do likewise.

SALES MANAGEMENT

## They're Still Doing It

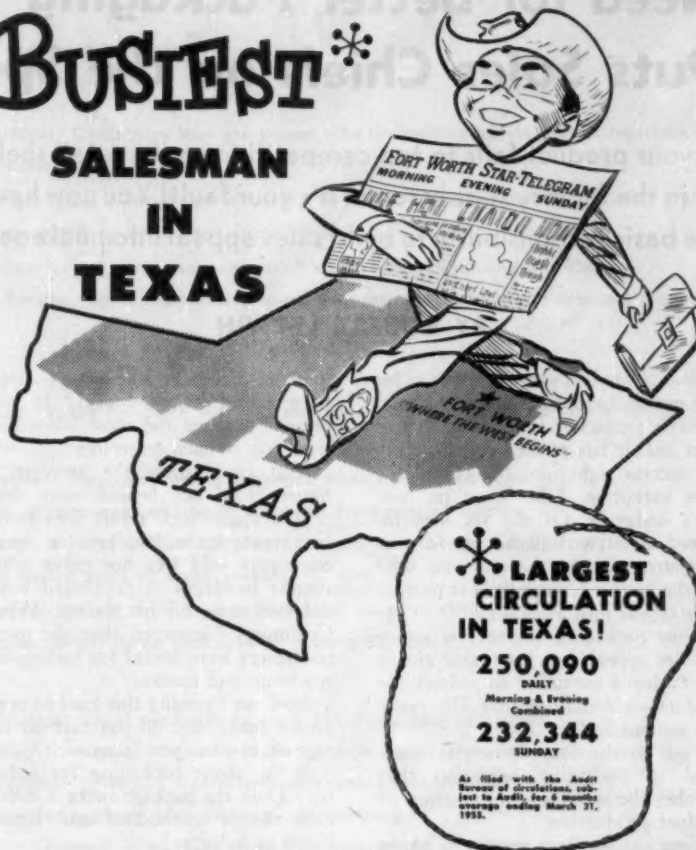
Business letter writers of 1955 are still using expressions worn out by their grandfathers. Do you recognize any of these frayed phrases in your correspondence?

acknowledge receipt of  
answering yours of  
anticipating your reply  
as captioned above  
as per  
as regards  
as to your esteemed favor  
at an early date  
at the present writing  
attached hereto  
attached please find  
awaiting your reply  
beg to call your attention  
carefully noted  
check to cover  
complying with your request  
contents duly noted  
deem (for think)  
due to the fact  
favor us with your reply  
for your files  
has come to hand  
hereby advise  
herewith please find  
hoping for your favor  
in answer to same  
in conclusion would state  
in due course of time  
in re  
in reply would advise  
in the amount of  
in this connection  
instant (inst.)  
kind indulgence  
kindly be advised  
may we hope to receive  
per  
permit us to remind  
please rest assured  
please return same  
pursuant to  
referring to yours of  
regarding the matter  
regret to inform  
take pleasure in  
take the liberty of  
thank you kindly  
thanking you in anticipation  
the writer  
trusting to receive same  
up to this writing  
we take pleasure in advising  
with reference to  
with your kind permission  
your kind indulgence  
your letter of recent date  
yours with respect to same

Source: "Effective Letters,"  
New York Life Insurance Co.

# BUSIEST\*

## SALESMAN IN TEXAS



**LARGEST  
CIRCULATION  
IN TEXAS!**

**250,090**

DAILY

Morning & Evening  
Combined

**232,344**

SUNDAY

As filed with the Audit  
Bureau of Circulations, sub-  
ject to Audit, for 6 months  
average ending March 31,  
1955.

- Calls on more Texas customers than any other newspaper. Annual Effective Buying Income of trading area, \$3,195,668,000.
- Speaks the language of Texans . . . is invited into over 90% of all Fort Worth homes daily, and over 77% of all Fort Worth homes every Sunday.
- Is read by over 41% of all families in the 100 county trading area every day, and by over 36% of all families in the trading area on Sunday.

Figures based on latest Sales Management estimates and ABC Audit report.

## FORT WORTH STAR-TELEGRAM

AMON G. CARTER, Publisher

AMON G. CARTER, JR., President and National Advertising Director

**LARGEST CIRCULATION IN TEXAS**

without the use of schemes, premiums or contests—"Just a Good Newspaper"

# Need for Better Packaging Puts Sales Chiefs on the Spot

If your product fails to top competition on the retail shelf, or in the factory supply room, it's your fault! You now have the basic responsibility to build sales appeal into packages.

BY ROBERT LETWIN

Since packaging has advanced from a purely protective function to that of sales aid, it has pushed responsibility for success right into the lap of the sales executive. Like it or no, you can't dodge it. Of the six men involved at all with packaging in your company, you are the only one who has the basic responsibility for putting sales appeal into a package.

Your packaging engineer is aware of sales appeal, but his major aim is to develop a container to protect the product—a container that fills easily and automatically.

Your production engineer is interested in packaging operation that matches the speed and automation of product production.

Your controller wants to keep packaging investment on a low unit-cost basis.

Your purchasing agent looks toward packages that can be readily obtained from reputable companies.

Your advertising manager wants a package with individuality to help to put impact into visual media.

## Your Responsibility

To greater or lesser degrees, all your associates are interested in a package with "sell." But it is your responsibility alone to see that the package has it. (See "Comment," p. 27.)

Marketing evolution has tossed the packaging ball to you. What do you do with it? How do you begin to apply your creative talents toward better packaging?

Here's a rule of thumb from which to start: You build a better package when you start with the final user and work your way back through your channels of distribution.

This means to study the consumer or industrial user of your product before you design new packaging. How is your product handled or stored? Would a reusable container

have an additional appeal? Is your present package the most convenient size, easy to open or reclose?

You can't guess the answers or figure them out behind your desk.

A druggist in a resort area found that ready-made bandages in metal containers sold like hot cakes while similar bandages in cardboard boxes did not move off his shelves. Why? Customers discovered that the metal containers were useful for bailing out rowboats and canoes.

You can't predict this kind of preference easily, but do you take advantage of it when you learn of it?

What about packaging for industry? Does the package make a difference to the methodical and logical buyer in industry?

## Impulse Buying a Factor

"Impulse buying is a factor in industrial packaging as well as in the consumer field," declares C. L. Ferguson, product supervisor, Bemis Bro. Bag Co., St. Louis. He illustrates his conviction with the story of the grain dealer who put his feed into three different bags. He priced his feed according to quality of the container, although contents in all bags were identical. He had no difficulty selling his product in the high-price bag to the sharpest of farm operators.

"One farmer loudly proclaimed that he would use no other feed than the high-price one because his hogs fattened best on it," relates Ferguson. While Ferguson is willing to give a trifle weight to the farmer's opinion because the more expensive container may keep the grain in better condition, the point he stresses is this: If like products are put into different packages, the volume or industrial buyer tends to select the better package. "Industrial buyers are human, too," says Ferguson.

Many packaging buyers lack understanding of what is required to pro-

duce good containers, says Charles Paist, director of sales, National Metal Edge Box Co., Philadelphia. They are just learning that there are six sides to every box and that you can't predict which one will be face up to the user. With industrially used cartons, companies are learning to put descriptive and brand-identifying copy on the inner box. "After the cover is lifted off," says Paist, "why make the user guess it's your brand?"

Area in which to apply creative imagination to packaging is wide and not wholly uncharted. Speaker after speaker at the National Packaging Conference of American Management Association, Chicago, April 18-22, set forth needs in many fields. If yours is an industrial product, yours is a wide open field. Industrial sales managers generally seem to have ignored packaging as a sales tool.

## Room for Re-Use Feature

"Re-use is worked to death in the consumer field," says Paist, "but there is little re-use in industrial packaging. There is room for more."

Re-use is the extra little bonus which often prompts the buyer to specify one brand over another. Like extra convenience, it tends to build up customer loyalty. To develop re-use for your packaging, you have to do plenty of searching.

Since packaging is a sales function, you have to let your salesmen know it, too. Your salesmen are your best package investigators. They get closer to the user in their daily contacts. They are in the best position to pick up re-use ideas, convenience approaches or packaging pitfalls.

Why not try a packaging contest for salesmen? Reward those who bring in the best packaging ideas. Keep them alert to packaging problems. Let them tell you what is wrong with your present packaging before your sales curve tells you.

Want a little mental exercise in the packaging department? Try to guess how many units of your product are used in a retail store each week. Or, if you have industrial products, try to guess how many of each are used normally by a single customer every week.

When you have noted answers, then compare the number of units with the number of products you



## Do Your Packages Measure Up?

### In packaging INDUSTRY wants

1. Proportions: Containers that are proper size for palletizing—to permit interlocking of containers on pallets.
2. Marking: Clear printing on all sides to identify product by name, size, grade, quantity, handling or storage instructions.
3. Protection: Packaging that will stand up with handling and stacking.
4. Size: Smaller, lighter containers to take up less space, facilitate disposal problem.

### In packaging SUPERMARKETS want

1. Proportions: Packages that take up least amount of shelf frontage and stack easily.
2. Marking: Space for price marking on exposed surface when carton is opened on the top.
3. Tear strips: To avoid cutting packages when opening cartons.
4. Coding: Easy-to-read coding to establish freshness of edibles.
5. Quantity: Volume of package clearly stated for customer so choice can be made among varied sizes of same product.
6. Wrappings: Sturdy coverings to withstand abuse of shelf service.
7. Pilferage: Small items packaged to deter pilferage.

### In packaging VARIETY STORES want

1. Sales points: Label packages to show the many uses of product.
2. Handling: Design packages to stand up with customer handling.
3. Instructions: Brief but clearly understandable instructions.
4. Change: Do not stay with any package too long.
5. Size: Dimensions of package should be determined by selling features—no larger than necessary to show main points of usage.
6. Combination: Card or package small items to keep from being lost in maze of products on display.

### In shipping containers DRUGGISTS want\*

1. Complete name of product.
2. Style or strength just over name.
3. Company name below product name.
4. Quantity in case in upper left-hand corner.
5. Handling and storage instructions on top.
6. Same complete information on all four sides; leave space on top for address label.

\* National Wholesale  
Druggists' Association

package in a shipping container. If your company is average, the two figures are miles apart. This diversity is a big problem to your customer.

"At present there is little relationship between merchandise movement and case size," points out James Cook, vice-president, Penn Fruit Co., Philadelphia. "In many instances manufacturers pack their slowest moving items in the same size cases as

their fastest moving ones. Penn Fruit does an average volume of \$3.3 million in each store annually. Among major chains this is the largest per store volume in the nation. Still, 75% of the items we carry in our grocery department move in quantities of less than a case a week in each store, and 25% of the items move in quantities of less than a third of a case a week in a store," Cook declares.

"Present practice of packing cases without regard to movement means that even the large-volume retailer is burdened with millions of dollars in unnecessary inventory, crowded backrooms, crowded shelves, increased damage and poor rotation. You may harbor the cynical thought that perhaps the large number of units per case compels a larger order and forces more shelf frontage, but I believe this

policy will prove self-defeating in the long run," says Cook.

"Uppermost in your minds is the knowledge that less units per case will increase costs. This is undoubtedly true if we consider only one segment of the marketing cycle. If a 2% economy at production stage creates a 5% increase in the cost at retail level, what has been achieved? It is only when a policy saves money through the entire marketing process that true economy is achieved."

If you do not sell to super markets, don't feel free of this "over packing" charge. The same complaint is registered in the drug, hardware and variety store field. With increased variety of products and sizes, warehousing in consumer lines is a growing headache.

It is a headache for retailers, you say, but how does it affect my sales directly? Here's how:

It takes extra time to break down cases into quantities normally used and ordered. Often chain warehouses fail to deliver merchandise when ordered because warehousemen are rushed and don't have time to break down cartons. If your product is delayed a day or two in reaching the shelf, you may miss 25% or more of your sales that week. Most buying is concentrated at super markets within few days.

### Mark Cartons Plainly

Another warehouse problem that affects your sales directly is carton marking. Failure to have your cartons marked plainly and completely on all sides increases inventory errors. If several of your products are packed in similar cartons with indistinct marking, a warehouse may be out of one of them without knowing it. Or it may fail to fill a store order because it assumes all cartons contain the same merchandise instead of three varieties, including the one ordered.

Turning from cartons to individual packages, you have three pronounced trends to follow: weight, visibility, convenience. Heavy packaging materials are losing out to lighter ones which can be made sufficiently sturdy for almost any product. Greater use of paper and plastic containers was noted at the Packaging Exposition, held concurrently with AMA's conference.

When investigating a new packaging material, you can receive a great deal of help from the supplier. Often he sends representatives into the field to talk to your customers, learn their views. It is not unheard of for a supplier to promote use of a new pack-

aging material before anyone packs his product in it. If you are first to use this material, you have the advantage of the advance promotion.

Being first with a new type of package (provided it is a good one) assures you increased sales. In almost every case—such as spouts, foils as cooking utensils, zip openers—when an improved package is placed on the market, the first company to use it gets a jump on competition.

However, packaging experts warn that as soon as you develop and use a package, start to look for a new one. Your competitors will adopt your

#### WHAT TO INCLUDE ON READY-TO-WEAR PACKAGE

1. Color
2. Style
3. Quality
4. Texture
5. Size
6. Shrinkage
7. Washability
8. Utility
9. Color fastness

package if it bites into their sales, and your individuality will not last too long. Example: re-use feature of polyethylene bags—so many in use, re-use feature no longer has special appeal.

Visibility of products is more pronounced in packaging than ever before. With many, the evolution of packaging is discernible in the degree of the product's visibility. The more the customer can see of the actual product, the less is his hesitancy to buy. Visibility is important, but there is one danger: Do not sacrifice selling copy to visibility.

Allow customers to see your product, but make sure all questions about quality, size, content and durability are spelled out legibly on the package. In the hardware field, for instance, it has been discovered that complete and easy-to-understand directions for use give a distinct sales edge to a product when side-by-side with a competitor.

On the subject of package copy, James R. Thompson, president, Stambaugh-Thompson Co., Youngstown, says this about hardware sales and the trend toward self-service:

"In order to serve himself, a customer has to sell himself. If he is going to sell himself, he wants to have

certain questions answered. He wants to know what the merchandise will do for him, and what it won't do, how it compares to other merchandise, how it is used, and perhaps why it is better than less expensive merchandise."

Thompson has some advice about printed instructions on your package. "The writer should be someone not connected with the production of the product, so that he will avoid using trade terms and technical jargon. Products are tested before being marketed," Thompson points out, "why not test instructions in advance? Too often instructions which only a graduate engineer could fathom are foisted on the unwary customer."

### Willing To Pay More

Convenience packaging tends to follow the economy curve. With greater purchasing power, buyers are willing to pay more to have products packaged for convenience. Hence the trend to package all produce, fractional packaging of baked goods within a single box, squeeze bottles for cosmetics, foil packages in which contents can be heated or cooked, plastic covering for soft goods, zip and tear cartons.

"Convenience packaging in industry is spotty," says Webster Brumbaugh, assistant sales development manager, the Hinde & Daugh Paper Co., Sandusky. Like re-use, convenience packaging for the industrial buyer has had little attention. At present, convenience packaging is not being considered as a sales tool in industry but merely as a method of damage reduction to products in shipment. Example: tear strip on furniture cartons to prevent opening with knife and danger of marring.

All exhibitors at the Packaging Show show evidence of brighter colors in packaging, better use of carton space for brand-name impact, more handles on cartons. Vacuum-formed clear-plastic covers on product display cards are gaining popularity.

What do advances in elaborate packaging mean to your costs? Along with new packaging materials are new machines to speed the packaging operation. Constant improvement of machinery tends to keep unit costs in line. How much additional cost can go into packaging depends on three things: (1) How much improved packaging will increase sales to compensate for increased costs; (2) how much (if any) increase can be passed on to the consumer; (3) how much it costs in sales *not* to redesign your package.

The End

**"This is the size we sell in the Growing Greensboro Market!"**



PERMANENT SUCCESS IS ASSURED when you tell your sales story to more than 700,000 people in the Growing Greensboro Market . . . These folks comprise 1/6 of North Carolina's population—but they account for more than 1/5 of the state's \$3-billion retail sales! If you want bigger sales in a market where sales come easier—better get into the Greensboro ABC Retail Trading Area. The fastest and best way to assure selling success in the Growing Greensboro Market is to schedule the 100,000 daily salesmen of the GREENSBORO NEWS and RECORD . . .

*Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!*

Sales Management Figures

*Greensboro  
News and Record*

GREENSBORO, NORTH CAROLINA

Represented by Jann & Kelley, Inc.



*Not just during  
the Holiday Season . . .*



Sample No. E-56  
Size closed  
3" x 4 3/8"

but all through the year, give memo books to your customers—distribute them at meetings, conventions and your trade shows. Have your salesmen give them out on their calls or insert them with your mail.

With your ad gold-stamped on the front cover and additional advertising copy printed on the inside of the cover, these memo books put your name right in the hands of the people you want to remember you.

Available in various colors and grains of genuine and imitation leather. Tell us how many you can use and we'll send a sample and give you full cost information by return mail.

**ADVERTISING CORPORATION OF AMERICA**  
*Manufacturers . . . Easthampton, Mass.*  
**OFFICES IN NEW YORK • CHICAGO • PHILADELPHIA**





"THERE IS NO SUCH THING," declares George Eskra, "as a one-time customer. A satisfied operator of a food

market utilizes our services again and again as he changes traffic patterns, replaces equipment, or expands his store."

## We Are Reluctant to Make a Sale Unless We Can Develop a Customer

Ray Winther's salesmen know they have a long-term interest in a prospect's business success. They first present a merchandising plan to retailers—and only then do they propose specific equipment. They play for big stakes.

BY ELSA GIDLOW

"Till the advent of the self-service food case, a merchant could open a food store with a very small capital investment. Roughly, 25% went into fixtures and 75% into merchandise. Now, to open a modern super market, the figures are reversed: 75% goes into equipment, 25% into merchandise."

So says Ray Winther, head of the Ray Winther Co., San Francisco, dis-

tributors of refrigerated display cases and all other food store equipment exclusive of cash registers.

Winther realized the significance of this change and the selling problem it presented well ahead of most of his competitors. The selling policy that resulted—one which never sells the product, but the profits—has, in a dozen years, built the company from a man-and-wife team to a three-branch

organization with 40 employees and a volume of \$1¼ million annually. It has brought the firm recognition for the caliber of its service as well as its selling.

Ray Winther Co. represents in its territory—Northwestern California—the Hussmann Co., St. Louis, one of the world's largest manufacturers of refrigerated cases. In the past six years Ray Winther has ranked as Hussmann's No. 1 distributor twice, No. 2 distributor twice, and No. 3 distributor twice. How has such a record been won?

George Eskra, sales manager, says, "We don't sell porcelain and steel to a customer. We sell what the equipment will do for him. We sell *profits*."

Woodie Humburg, third member of the executive team, amplifies Eskra's statement:

"If a merchant walked into our salesroom and said he wanted to buy

No one would ever dream of asking each member of a surgical team to name the medical school he attended. If anyone ever should, he'd probably find that no two of these skilled, highly-trained men had been graduated from the same institution. To Americans everywhere, the name or location of a physician's or surgeon's medical school doesn't make the slightest difference. That's because we have only one nation-wide "quality" of medical education. And it's the best in the world.

You see, each of our accredited medical schools lives up to the high principles established by the Council of Medical Education of the American Medical Association, whether it's in Connecticut or California. The standards of medical training are truly national, applying to every school and every doctor. Any threat to those standards is a threat to the future health and safety of your family, your business, your community, your country.

Together the nation's 79 medical schools make up a great national resource—like the Red Cross, the Community Chest and other vital public services.

Today, the very basis on which their high standards rest *is* threatened. Lack of funds menaces the teaching and research programs of all the schools. Thus the problem is national, and can only be solved on a national basis, if an adequate supply of well-trained doctors, surgeons and medical technicians is to be assured. Find out what your firm's stake in medical education is. Write for details and learn how you can help.

## all-american team



### NATIONAL FUND FOR MEDICAL EDUCATION

#### FACTS YOU SHOULD KNOW ABOUT MEDICAL EDUCATION

- There are only 79 accredited medical schools in the United States.
- They train 82,000 undergraduates, specialists and technicians and graduate 6,500 doctors annually.
- It costs from \$10,000 to \$12,000 to train a doctor today.
- Tuition fees, raised 84% over 1940, cover about 20% of cost.
- In the past decade medical teaching budgets have risen 143%; administration and plant operation 150%.
- The medical schools need \$10,000,000 annually in additional income to maintain present standards and train the necessary number of doctors required for America's growing population.
- *ALL* 79 medical schools can be aided by a *single* gift to the National Fund for Medical Education.
- Contributions are distributed through annual grants according to a schedule approved by the medical schools.
- The National Fund is a voluntary, non-profit organization approved and supported by the American Medical Association and the Association of American Medical Colleges.

*For complete facts on the crisis facing medical education write to*  
The National Fund for Medical Education,  
2 West 46 Street, New York 36, New York

a freezer, we would be most reluctant to sign him up without knowing in detail how the freezer was to be used in the store. We might make a sale. But, in our meaning of the term, not win a customer."

It is the conviction of Winther and his associates that "the right piece of equipment should do the right job in a balanced set-up within the store to bring the operator the most dollars per square foot."

The freezer-seeking merchant—before he gets what he thinks he wants, or rather, what he actually needs—probably has his entire operation analyzed. He learns that 45% of his space should return 75% of his profit. If his store is more or less average, 65% of the stock is in dry groceries. But there are plenty of research data to show that in the modern food market, 75% of the profit is from the highly perishable items which occupy the remaining 45% of the store space.

The grocer may argue, as many do, that his refrigerated cases are "good enough, serviceable," that they adequately preserve his stock. All he needs is "this new case" because he is adding to his frozen food department. A survey of his premises reveals that he indeed has equipment which preserves his stock, the old, conventional closed type of refrigeration—"coffin cases," Winther characterizes them . . . and startles the grocer with a question:

"Are you in the business of *preserving* your merchandise—or *selling* it?"

### Detailed Studies

It is the company's task now to convince this retailer that detailed preliminary studies of such factors as an area's needs, its sales potential and customer buying habits will leave their mark on the store's future balance sheets.

Eskra emphasizes: "We believe that we have an important stake in the success of any market we equip. In these changing times, when there is so much progress every year in equipment design, merchandising methods, and profitable new products, the market, too, must be a flexible unit. As we see it, there is no such thing as a one-time customer. A satisfied operator of a food market utilizes our services again and again as he changes traffic patterns, replaces outmoded equipment, or expands his store."

The company does not sell food store equipment; it sells integrated store design. It does not call its salesmen refrigeration salesmen; it calls them food store sales engineers. It

### A History of Growth

Ray Winther Co., San Francisco, was one of the first firms in its field to sell complete store design and merchandising plan as a profit package. It was one of the first to specialize: 90% of its business is in the food store field. The Winther record is one of continuous growth: Moved or expanded four times since its start in 1941; has added an Oakland and a San Jose branch; is now negotiating for a new location which will double working and warehouse space.

Three years ago the firm reached the million dollar mark in annual volume. Since that time it has not done less than \$1 million to \$1¼ million a year.

never offers its customers nuts and bolts, or isolated units of expensive equipment; it offers them a means of making every inch of store space pay its way.

Winther executives see themselves as supplying "the missing link" between manufacturer and store operator. This makes them, perforce, store planners. What they bring to their prospects is a complete merchandising plan involving all of the departments of a store, including storage and preparation rooms, off-street parking areas and details of operation such as labor costs and labor savings.

The over-all plan is sold first. Presented next is an itemized bid for each individual piece of equipment the plan includes. The firm plays for big stakes: the complete order, or none. It does not often lose. But it takes tough selling.

"Our big hurdle," Winther explains, "is convincing the grocer that he will make money by spending money." Grocers, on the whole, belong to a conservative group, particularly in Northern California where more of the smaller, service-type stores have survived the merchandising revolution.

How does Ray Winther take this hurdle? "By telling a profit, not a product, story."

The salesmen are thoroughly trained to do this. They number nine staff members and the three management men. All are equipped to analyze a merchant's problems, outline a merchandising plan to correct them, draw store plans, and offer the prospect an integrated program for the improvement of his business.

For example, a Ray Winther salesman goes into a store, finds the produce department ailing. It has a run-down appearance, displays are incom-

plete, merchandise is obviously not moving out as it should. The salesman is armed with statistical data to show that spoilage is reduced when produce is displayed in refrigerated cases. His facts and figures are from impartial sources, such as research studies by state universities, or the U. S. Department of Agriculture. One by the latter shows that use of refrigerated cases for fruits and vegetables puts spoilage losses at only 2.7%. Spoilage rate goes up to 6.9% for stores not using refrigerated displays. The salesman demonstrates to the grocer what this 4.2% saving means to him!

If a store does \$20,000 worth of business a week, about 20%, or \$4,000, normally comes from the produce department. Spoilage loss of 4.2% means a \$168 weekly loss. Elimination of this one profit leak alone, the Winther representative points out, brings with it other savings,—for instance, man hours. Use of modern equipment does away with nightly removal of produce from display racks to refrigerated storage, and reversal of the procedure the next morning. When old-fashioned displays were commonplace, salesclerks were paid \$30 a week. Today, in California, the wage is \$100 a week.

The Winther salesman shows the grocer a plus advantage of the new equipment and department modernization: He can have a complete produce department at all hours of his selling day; he can keep larger stocks because they won't spoil; housewives, offered a larger and wider selection, buy more; freshness, and crisp appearance, are other incentives to buy.

The salesman has case histories to support these claims. He knows them thoroughly, presents them with enthusiasm, because he has developed them himself. They are success stories,



### Super Market Shoppers Becoming Less Selective

Super market shoppers are showing more and more willingness to accept any known brand, according to a survey by Doeskin Products, Inc., makers of household paper items. And, the more impulsively and faster an item is bought, the more likely the shopper will select any well-known item rather than a favorite.

It was further found that women who shop at today's grab-and-go super market pace forget the brand names of 20% of the products just purchased by the time she gets to the check-out counter.

gathered from his own customers. Using each job as a sales tool to sell a new one is a technique impressed on all Ray Winther sales representatives.

Says Winther, "We don't give our salesmen second-hand success stories. They can never be presented as convincingly as examples from the men's own experience."

Demonstration is used—with a difference. "We have found that one of the best ways to show a store operator what the right equipment, rightly placed and used, will do to increase his profits," Winther states, "is to take him out to visit another operator who has overcome similar problems with our merchandising plan."

If the department with "the greatest need pressure" is the frozen food section, or the delicatessen department, Winther salesmen emphasize the advantage of full display at all times. Another talking point is the appeal of open display in promoting sales. Each salesman has first-hand testimonials from merchants, known to the prospect, who have increased sales up to 400% over returns from "the old coffin cases."

Such testimonials are the main selling tools of the organization.

There is one other important selling tool—the company's service policy. It is thorough and written out in detail. Each salesman carries a copy. Nothing is left to guesswork or to rash promises in the heat of selling.

Salesmen are kept up-to-date on the company's advertising program. Their names and home addresses are on the direct mail list and they receive all promotion mailings at the same time customers do.

Salesmen are also kept informed on

inventory and availability of equipment. A used equipment list or a complete correction sheet is issued each week and carries full descriptions.

Price lists are brief and all-inclusive. Manufacturers' lists are simplified for selling use, save valuable time for men in the field.

Other features of the sales policy contribute to the atmosphere of confidence between company and customer, make subsequent selling easier. Ray Winther sells to users only, not to firms in its immediate territory that resell. He says, "If you start selling to everyone who wants to buy for resale, you undermine the salesmen on your own staff. In the long run you lose control of your territory."

Winther has a one-price rule. "We believe we should control the sale and installation of our lines of equipment in our area. It costs us the same price to install a job for the A.B.C. Ice Cream Co., the X.Y.Z. Dairy Co., or Jones, the market operator. Therefore we think Jones is entitled to the same price as the ice cream or dairy company, because we assume the same responsibility and perform the same function in each instance."

Another policy feature: no "bird dog" fees. Comments Winther: "We will not add to the cost of quotation to pay off for an assist to the job."

It was hard to live up to some of these policy points at first, Winther says. "It cost us a lot of business—but we believe that now we are ahead of the game. Customers know there is a high-standard policy. Salesmen have confidence that the company is behind them in every move." **The End**



## Here's help with your business gift problem

**SALES MANAGEMENT's free Business Gift Service can help you pick the right gift to do the right customer or employee relations job for your company.**

Each September, **SALES MANAGEMENT** publishes its special Business Gift Issue, "*When a Corporation Says 'Merry Christmas' to its Friends.*" In preparing this issue we scout the world for good gift items, check thousands of recipients on gifts most appreciated.

Why not take advantage of our extensive files of information on products especially suited for business gifts? Let us help by suggesting distinctive, unusual gifts, sure to be appreciated.

No cost or obligation for this confidential service. Just write and tell us:

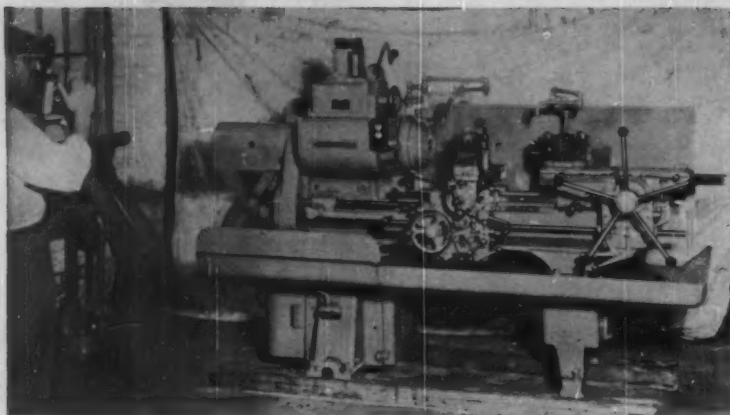
1. Number of names on your list.
2. Type of gift wanted.  
(family, office or personal)
3. What you gave last year.  
(if you did)
4. What your chief competitor gave last year. (if he did)
5. Price range per gift that you have in mind.

Address Business Gift Department

## Sales Management

386 Fourth Ave., New York 16, N. Y.

## TOOLS FOR SELLING



1. SHOOTING turret lathe with picture-in-a-minute camera, representative of United Machinery and Tool Corp. will immediately develop picture, send it to sales department for use as sales aid. United buys and sells new and used machine tools.



2. DEVELOPING picture takes only seconds. Picture will be engraved for printing stock sheets for salesmen.

When prospects want specifications . . .

## Never Underestimate the Power of a Picture

Men who must be sold heavy, costly equipment will tell you that equipment specifications are usually dull reading. There's very little "sell" on a typical spec sheet. Sample:

Dia. drive pulley  $13\frac{7}{8}$ "x $4\frac{3}{8}$ " face;

Hole through spindle 4";

Floor space 36"x32";

Net Wgt. approx 1,200 lbs;

Stock #271WB

To give prospects a tangible idea of what specifications mean, United Machinery and Tool Corp., Worcester, merely photographs the equipment, makes sure pictures and specifications are presented to potential buyers. Cost is insignificant, but results are invaluable, observes Francis X. Reilly, company sales manager. The photographs on these pages illustrate

the usual steps taken when UMT prepares a sales portfolio on a newly acquired machine.

**Problem:** United buys and sells new and used machine tools, and many used machines must be reconditioned before United markets them. Equipment comes from many sources, is of a wide variety—turret lathes, spindle drills, ball washing machines. They must be precisely described; a turret lathe of one make, for example, may be entirely different from a turret lathe of another.

Cost of machines to customers may range from \$100 to \$80,000, and often United works several months to sell a particular model. Consequently, any method which can reduce the length of time the machines are in United's warehouse results in less cost per sale.

**Solution:** Three men "most directly

concerned with sales," the assistant sales manager, office manager and sales correspondent, have been issued "Pathfinder" cameras made by Polaroid Corp., Cambridge, Mass. Says Sales Manager Reilly: "When we acquire a machine for which stock sheets are temporarily unavailable, we take a score or so of Polaroid pictures of the machine. We're not so much interested in 'art' as we are in rapid communications."

While the printer is in the process of preparing actual stock sheets on a piece of equipment (this usually takes two to three weeks), UMT wastes no selling time, gets impressive mileage from the photographs. Example:

1. One photograph goes to each of 11 salesmen, who insert them in their sales books or catalogs. These photographs can later be replaced by printed stock sheets, but salesmen often keep the originals as "an additional aid."

SALES MANAGEMENT



3. INSERTING stock sheet in salesman's catalogs is next step. Picture on catalog sheet, above, is engraving of turret lathe. Handling photographs in this manner keeps salesmen up to date.



4. SERVICING qualified prospects who may inquire about equipment is accomplished by placing picture of machine and spec sheet into mail. Prospect receives picture and quotations the following morning.

2. Remaining photographs, with copies of machine specifications and quotations, are mailed to prospects.

This simple one-two procedure has resulted in a number of sizable sales, says Reilly. Recently, for example, the company sent a postal card to many dealers throughout the U. S., announcing the availability of a \$225 machine. A Detroit dealer telephoned Reilly soon afterward, saying he had a customer for the machine described. Could Reilly send a photograph and specifications? The shot was made and mailed that day, along with specifications. Two days later the order came through and the machine was shipped direct to the dealer's customer.

In another case, UMT bought an automatic feed surface grinder on speculation. A Polaroid photograph was made of the unit, and the photograph became a part of an advertisement which UMT placed in a technical journal. Shortly, Reilly received a telephone call from Thomas Flexible Coupling Co., Warren, Pa., asking for a quote and a close-up photograph. Reilly sent out a new shot and quotations. A day later he received the order, a \$7,000 sale.



5. TELEPHONING in response to inquiries also brings photo into play. Here Francis X. Reilly, sales manager, United, talks to prospect about particular machine. With picture and spec sheet before him, he can answer inquiries quickly, even though he may never have seen the machine itself.



## GRAPHIC VISUAL CONTROL



### THE BOARDMASTER SYSTEM

- ★ Gives Graphic Picture of Your Operations—Spotlighted by Color
- ★ Facts at a glance — Saves time, Saves Money, Prevents Errors
- ★ Simple to operate — Type or Write on Cards, Snap in Grooves
- ★ Ideal for Sales, Scheduling, Contests, Production, Traffic, Etc.
- ★ Made of Metal. Compact and Attractive. Over 50,000 in Use

Complete price **\$4950** including cards

**FREE**

24-Page BOOKLET NO. S-400  
Without Obligation

Write for Your Copy Today

**GRAPHIC SYSTEMS**

55 West 42nd Street, New York 36, N.Y.



you pick up a roll

**Zip**

professional charts!

You can be a professional "draftsman" in minutes (so can anyone in your office.)

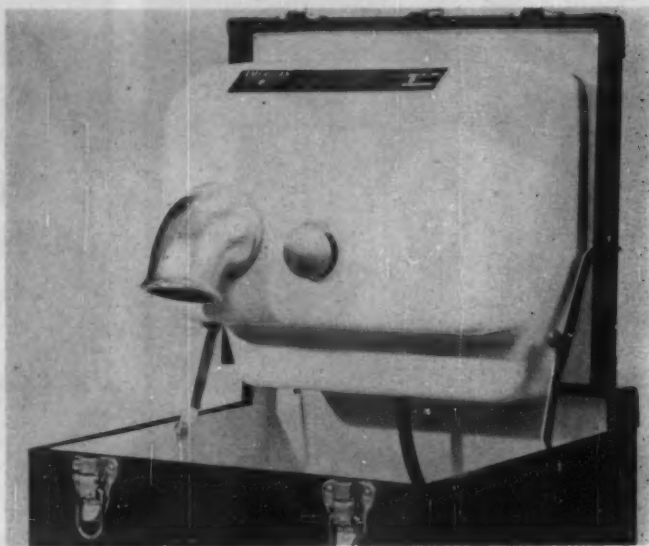
Everything you need to make an accurate, professionally drawn graph is pre-printed on self-sticking acetate tape! Lines, dotted lines, bars, people, coins, autos, — everything! Merely plot your dots—roll on whatever you want. Presto! A professional graph, without professional help, time or costs.

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Please send me Chart-Pak Method data on:  
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Name \_\_\_\_\_  
Company \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_ State \_\_\_\_\_

## TOOLS FOR SELLING (continued)



**HOT AIR SALES** have taken a jump for the better since American Dryer equipped its dealers and factory representatives with this portable, operatable electric hand dryer.

## Kit Clicks; Sales Increase — 300%

Sol Silverstein, advertising manager, American Dryer Corp., Philadelphia, is willing to bet that the hand dryer demonstrator illustrated above is directly responsible for a 300% increase in orders this year.

"To say that the demonstrator program is a success," says Silverstein, "is to make a gross understatement. The reception by dealers and salesmen has not only been enthusiastic, it's been overwhelming. Orders for demonstrators now run ahead of production."

American Dryer's prospects are commercial and industrial business executives, purchasing agents, building superintendents, etc. The dryer is installed in public and private washrooms. With the portable, electric demonstrator, a company factory representative or dealer can go to the prospect's office, plug in the sample dryer, activate it, demonstrate it, take it apart, answer the prospect's questions—all within five minutes. The prospect, reports Silverstein, can't help but be impressed with the efficiency of both the presentation and the product.

The picture wasn't always so rosy, says Silverstein. "During the early days of product introduction—before we had the demonstrator—it was often necessary to persuade the prospect to visit an established dryer installation just to see our product in operation. That meant that a prospect had to be led to a washroom, somewhere."

"We experimented, before, with demonstrators, but the results were often negative," Silverstein explains. "Dryers with high amperage, such as our early models, could kill the sale before it began simply by blowing a fuse during the demonstration." It was only when the company introduced its present low-ampere models that a "universal" demonstrator could be developed. Now all interested persons can see the product and its use before deciding whether to purchase.

Aside from the demonstrator itself, Silverstein is careful to point out that "the advantages of this modern drying technique are limitless, and our salesmen know them all."

The End

SALES MANAGEMENT

## WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

**The Nebraska-Western Iowa Market:** Data book published by *The World-Herald*, which reveals that it is a market of one and one-half million people—103 counties—with \$2 billion to spend. Not only is this area the agricultural capital of the U. S. but it is now a diversified center of industry, food processing and transportation. Non-farm employment is 60% greater now than in 1939. Data cover Metropolitan Omaha (Omaha-Council Bluffs); Outside (Nebraska-Western Iowa); agriculture (a gross farm income of almost a billion and a half dollars annually); diversified industry with Omaha as the hub. In addition there is a complete breakdown of *The World-Herald's* pattern of circulation and an explanation of the newspaper's "103 Plan" which coordinates advertising, salesmen and point-of-purchase material into a team effort by means of a dealer-distributor alert. Write to E. T. McClanahan, Promotion Manager, *The World-Herald*, Omaha 2, Neb.

**Retail Drug Stores in Metropolitan Washington:** A guide published by *The Washington Post and Times Herald*, which lists all independent retail drug stores in the area which includes the city proper, plus Alexandria, Falls Church and Arlington County, Virginia, as well as the neighboring areas in Montgomery and Prince George Counties, Maryland. These stores are listed individually and are grouped into 13 routes. Within routes, the stores are listed in the order in which it is most convenient to call on them. Included are addresses, buyers, buying hours, and telephone numbers where fixed, of the local drug wholesalers; local offices and buyers for national and local retail chains. Write to Joseph Lynch, Promotion Manager, *The Washington Post and Times Herald*, 1515 L St., N. W., Washington 5, D. C.

**The U. S. Plant Engineering Market:** Geographical concentration, by county, of buying power in the huge plant engineering market, color-coded on a 23" x 35" wall map of the U. S. published by Sweet's Catalog Service, Division of F. W. Dodge Corp. Based on distribution of

Sweet's Plant Engineering File, the map represents important buyers of materials and equipment used in creating and maintaining plant facilities and services to production. Qualifications required of recipients of the Plant Engineering File are such that the 30,000 Files distributed reach approximately 75% of the buying power in the plant engineering market. The number of files in a given county then indicates the number of important buying units in that area. The map can be used by sales executives in allocating sales territories and quotas and in measuring sales performance. Marketing specialists will find it useful in promotional planning. Write to Garwood Wolff, Sales Promotion and Advertising Manager, Sweet's Catalog Service, 119 W. 40th St., New York 18, N. Y.

**Infants' and Children's Products Survey:** Report of the *True Confessions* Reader Panel's buying habits for infants' and children's products. It reveals that there is remarkable growth of the Romance field as an advertising medium for baby products. The products surveyed include all types of baby foods; diapers; drug store products; nursery furniture. Write to Clifford Coch, Promotion Manager, *True Confessions*, 67 W. 44th St., New York 36, N. Y.

**Readership Study Within the Aviation Industry:** Report published by *Aviation Week*, based on Advertising Research Foundation Study No. 6, the continuing study of business papers. It is an evaluation of the appeals that draw reader attention to both advertising and editorial pages, not only in *Aviation Week*, but in business magazines in general. Some of the facts presented: On the basis of average scores, color advertisements take a definite lead over black and white. The over-all average readership for color advertisements is 26%; for black and white, 21%. Position has no noticeable effect on scores. Engineering articles and news of the aviation industry score highest readership in editorial pages. For the full report, write to Tom Olsen, Promotion Manager, *Aviation Week*, 330 W. 42nd St., New York 36, N. Y.



WHEN IT CAN'T BE SAID  
IT'S SURE TO BE READ...

### VIA Ad Banners BY HOLLYWOOD

Far away or close-up, day or night, your product, your name, your message gets across to all shoppers when you've got Hollywood Banners on the job!

Want to be a SALES PROMOTION GENIUS? See how in our FREE Idea Book... yours for the asking.

## HOLLYWOOD BANNERS

116 East 32nd Street, New York 16, N. Y.  
Telephone: ORegon 9-4790

Any SALESMAN  
WILL SELL MORE...



WITH A  
**Zipmaster**  
THE PERFECT SALES KIT

COMBINES A RING BINDER DISPLAY UNIT WITH HANDY ZIPPER CASE

Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND For Full Line Folder

**Sales Tools, Inc.**  
1704 West Washington  
CHICAGO 12, ILL.

# send for these new ad-helps:

**Leading Businesspaper Advertisers of 1954** . . . ABP's fourth annual report, covering expenditures of 1400 leading businesspaper advertisers, gives you a yardstick to measure your own ad-efforts. \$3.00 per copy.

**Awards for Advertising in Business Publications** . . . Analyses of winning campaigns in ABP's 1955 advertising contests . . . guides to creating better businesspaper advertising. Two booklets: one for "merchandising" papers; the other for "industrial" publications.

**New Opportunities for Multiplying Progress** . . . an address by Ralph J. Cordner, President, General Electric Company, at ABP's Annual Eastern Conference. A challenging look ahead, with suggestions for areas of action by men-in-business . . . right now!

## THE ASSOCIATED BUSINESS PUBLICATIONS

Founded 1906 • 205 E. 42nd St., N.Y. 17, N.Y.



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only  $\frac{1}{4}$  the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free  
samples and  
descriptive literature

**CELLUPLASTIC  
CORPORATION**

General Offices:  
38 Avenue L  
Newark 5, N. J.



## FTC's Legal Eagles Now Sinking Claws into False Advertising

Commission seems to be shifting vigilance from infractions of antitrust laws to untrue advertising claims. Ads of some 12,000 concerns are now under scrutiny for violations.

BY JEROME SHOENFELD • Washington Editor

You sometimes hear that the Federal Trade Commission is lying down on the job. There's one thing that the man who says so doesn't mean: that FTC tolerates more or bigger lies than formerly in what are supposed to be advertisements. On the contrary, FTC is more insistent on truth.

An outsider, scanning daily press handouts, asking FTC lawyers what kinds of cases they're working on, gets a clear impression of shifted, perhaps still shifting, emphasis—from antitrust enforcement to false advertising. Top officials are delighted that you've noticed that they're dealing more energetically with advertisers who try to fool you. They quote Chairman Edward F. Howrey to the effect that this part of the job was neglected for years. They agree that vigilance, not neglect, has shifted.

### Delicate Business

A shift is a delicate business. If carried through, it will change relations with Capitol Hill. Antitrust draws enthusiastic support, though from a relatively small number of senators and congressmen. Along with such support, the old commission was perennially accused of excessive zeal, of trying to extend its power without bounds. A drive against false advertisers, on the other hand, arouses neither championship nor criticism; it's scarcely noticed. Congressmen get a lot of complaints about advertising gyps, which they pass along to the authorities without excitement.

The commission's Bureau of Litigation is now working on 170-odd complaints, of which about 100 relate to advertising. Forty-two false advertising complaints were lodged in the last six months of 1955—an above average total. Most of the current hearings cover advertisements. In the year ended last July 1, there were 93 advertising complaints as compared with 72 the year before, 75 in 1952. There are no current statistics, only impressions. Volume seems to be rising.

There has been no such increase in antitrust work.

The greatest attack so far has been against mail order sales of insurance. The commission collected a mass of promotion literature, which it compared, sentence by sentence, with the policies. The two dozen complaints it issued said, in effect, that the policies took back what the promotion letters had promised.

### Worked in Isolation

It isn't new for the commission to study an industry as it did insurance. The commission has always been doing it. But such efforts pertained mainly to monopoly. A single unit promulgated or negotiated sales codes, which listed the types of falsehood peculiar to an industry, and enjoined the wrongdoers. This work went on almost in isolation.

Without lodging complaints, FTC officials believe that they have brought greater respect for facts into cigaret advertising. Rarely has there been a time when the commission wasn't complaining, or getting ready to complain, about some series of advertisements in that business. Somehow, it was a futile occupation. For a season, for a year, a company would play its variations on the slogan FTC attacked. After thousands of pages of legal briefs, experts' testimony, cross-examination, exceptions, had accumulated in the docket room, the commission would order the company to stop. And the company would stop. By that time it had a fresher slogan, prepared evidently while the weary trial dragged on. Fighting slogans already obsolete was part of the FTC way of life.

So, FTC recently tried a new course. It didn't bother about current campaigns, but laid down standards for all cigaret advertising. There must be no pretension that cigarets cure anything, whether tension or lack of poise. Neither is a particular brand



unusually kind to your throat. Men dressed like doctors must be cleared out of TV broadcasts and magazine and newspaper layouts. There must be no ambiguous comparisons—kinder, finer flavor, finer tobacco, etc.

Top FTC men went directly to presidents and board chairmen. Only company lawyers sat in, alongside the head men. The companies, so far, have agreed to nothing whatever. But as they compare present with earlier promotion, FTC lawyers judge that the advertising has been coming closer and closer to the standards. Because cigaret companies have their own obvious reasons at this point for wanting to build confidence in what they say, there's no proof that the conversations had anything to do with it. FTC people consider that they did.

### Developing Technique

To land bigger hauls, FTC is developing systematically a technique it used before but in slapdash fashion. An investigator, nailing down a complaint from somebody who claims to have been rooked, always had a glorious opportunity to develop fresh leads. Now he's expected to exploit it.

A company asserts day in and day out, on TV, radio and in newspapers, that its product is "twice as good;" an angry customer writes to the commission that "it's exactly the same." Company managers have always explained to investigators that "in this business everybody's merchandise is twice as good," going on to ask, "So why pick on me?" Now, the FTC man is expected to do what he can to turn the accused into a witness. He takes down all the names and trademarks the complainant mentions and presses for more. If the accused advertiser doesn't volunteer catty observations about his competitors, the FTC man may open up provocatively:

"You know that nobody else in your business advertises that way."

Except for the one on insurance, there have been no broad attacks so far on the advertising in a single field. There probably will be. Right now, FTC investigators are searching the copy of patent medicine houses that profess to having discovered arthritis cures.

The commission, it's worth mentioning, is examining the advertising of more than 12,000 concerns, that either were ordered, or in writing agreed, to stop claiming something or other which wasn't so. Now and then, this examination uncovers a clear-cut violation. The seriousness of the campaign may be judged by what happens then. Violators have been ordered to

# Household Magazine

# UP...IN

## CIRCULATION

**2,400,000 GUARANTEED**

**—2,500,000 DELIVERED—**

—if your product belongs in 2½ million homes your advertising belongs in . . .

# Household Magazine

Capper Publications, Inc.

Topeka, Kansas



# IT TAKES HIGH-PROFIT FARMING TO CREATE CONSUMER FARMERS



CAPPER'S FARMER territory is the land of grain—of meat—of modern power-farming methods. U. S. Department of Agriculture studies show that the big-scale, high-profit farm operators in this area lead the nation in farm cash income; families here have higher levels of living. Nowhere in America are there better prospects for household furnishings, appliances, and all the many products that make for a more comfortable way of life.

**Capper's**  
Farmer  
Topeka Kansas

## Coming Soon

### "Is Your Product a Good Premium?"

This article, scheduled for an early issue of **SALES MANAGEMENT**, poses a question worth considering. Your product may have potential as a premium: Many companies use thousands annually in this way to increase sales of their own consumer merchandise.

The author, Arthur E. Irwin, master salesman of premiums and sales-manager of the Special Contracts Division, International Silver Co., guides you through tests which indicate whether your product fits the requirements of premiums. He then shows you how to sell others on the idea of using your product as a giveaway.

Selling your product as a premium can be profitable, but there are certain drawbacks. The article clearly sets forth both sides of the question. Irwin gives you the benefit of his many years as a premium salesman and sales manager.

It's an article you won't want to miss. Watch for it.

Coming soon in  
**SALES MANAGEMENT**

pay fines of \$5,000 or more.

When he makes a speech, a commissioner or FTC official politely attributes violations to a misunderstanding of the law or something of the sort, rather than to willful dishonesty. To systematically examine the advertising of the thousands who were once caught suggests a suspicion that a lot of them, however honest basically, are chronically slow to learn. This particular lot of advertisements is studied partly in the hope that it will prove more fertile than other lots, picked at random. Again, to keep a violator under continual surveillance makes the penalty harsher; perhaps it will wipe out the notion that an FTC complaint, at worst, is a nuisance.

FTC uses two methods for catching the violator of an order. Companies must submit their current advertising, which is compared with the orders and stipulations they're subject to. Newspapers, magazines, TV and radio continuities are examined daily. Those who wade through it are on the watch for promotion by former violators.

## Media Examined

This examination of media, which had been going on for years, recently was made a bit more expert. The job was taken away from clerks and re-assigned to lawyers. It wasn't that the clerks didn't turn in enough clippings but that they turned in too many, which couldn't be translated into formal complaints. It's interesting, incidentally, that some of these lawyers used to do anti-monopoly work.

Neither publicly nor for staff edification did the commission ever announce its heightened interest in advertising. An FTC lawyer is likely to be aware of it only as it relates to his own job. "Yes," he may tell you, "I used to handle only anti-monopoly stuff but now I'm putting in a lot of time on false advertising." On the other hand, you'll knock at many offices before you'll discover an advertising expert now briefing a Robinson-Patman case.

It was the reorganization of last August which made this change in daily chores possible. Like other agencies, not to mention business concerns, FTC shuttles back and forth between vertical and horizontal set-ups; last year's restored the horizontal, which the Hoover Commission had condemned. Depending on the work load, a lawyer now switches back and forth between cases of the two classes instead of concentrating on just one. Traffic seems to pre-

dominate in one direction.

The shift in emphasis, if that's what has taken place, won't turn FTC into a scourge of the advertising pages. The ardor with which an FTC lawyer once pursued price discriminators, eagerly tearing off what he considered the masks of their illegal practice, patiently poring over and interpreting pages of scheduled discounts, is not to be found among those pinning down the falsehood of promotional copy.

#### Job Is Duller

The job is duller. Ordinarily, a charge of falsehood provides an open-and-shut case: Somebody has claimed what you can easily demonstrate isn't so. Many of those accused agree fast to change their sales lines. There are enough clear-cut cases to keep the agency busy. This offers little play for the creative lawyer who'd have more fun exploring the inviting ambiguities of copy which never explicitly lied but, apparently, helped people to fool themselves. Such a man, on the other hand, could have the time of his life as he carefully fitted a Robinson-Patman stricture and the sales practice of a company to each other.

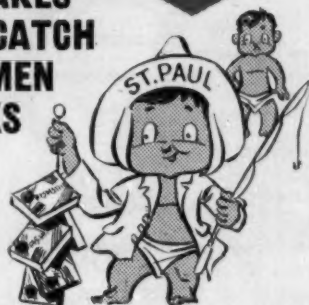
The crusading spirit you used to find among the anti-monopoly lawyers is rare among those handling advertisements. In choosing among possible cases they won't select those they think would do most harm.

The shift seems to involve less attention to the Robinson-Patman Act. However some of the lawyers point out that this might be explained by other changes in commission work.

It's gotten harder for an FTC lawyer to prepare a Robinson-Patman case, or at least the lawyers believe that it's harder. They cite the commission's decision dismissing a complaint of discrimination by General Foods, allegedly cutting prices illegally in the Northwest market. The commission said that there had been insufficient proof that anybody was hurt. Staff members are convinced that in the old days the company would have been enjoined.

The drive against false advertising will go forward, perhaps gathering greater momentum. That Robinson-Patman enforcement will be in a permanent slump is too much to forecast. The commission is being criticized on just that ground by members of Congress. A top staff member who at one time had been highly critical of the old policies, which to him seemed to stretch indefinitely FTC's jurisdiction, observed to SALES MANAGEMENT that, except for greater efficiency, there's been no change in monopoly policy at all. **The End**

## THIS TWIN TAKES HOME A REAL CATCH OF 4-FISHERMEN FISH STICKS



What a catch! 4-Fishermen Fish Sticks really know how to win friends and influence cooks in the St. Paul "half" of the Twin Cities market! Here's the place where frozen fish sticks sizzle in one out of every three skillets, and 4-Fishermen is the brand preferred by 26.4% of St. Paul's fish stick buyers after only six months in this market, according to the 1955 St. Paul Consumer Analysis Survey. How did they lure these housewives into reeling in the 4-Fishermen brand at their grocers'? With plenty of good, effective advertising in the St. Paul Dispatch-Pioneer Press! That's all the bait they needed.

#### Fish Stick Brand Preference in St. Paul

BRAND	1955	1954
Brand A	30.1%	...
4-Fishermen	26.4	...
Brand C	9.9	...

Wondering about your sales in St. Paul? Want to learn about the ones that got away . . . and the ones you hooked? Get your answers from the 1955 St. Paul Consumer Analysis Survey . . . a comprehensive study revealing the brand preferences and buying habits of the 436,900 people in the St. Paul market who spend \$564 million a year . . . and who make the Dispatch-Pioneer Press their buying guide. For your copy, contact your Ridder-Johns representative or write, using your company letterhead, to Consumer Analysis, Dept. D.

ST. PAUL  
**DISPATCH**  
A RIDDER-NEWSPAPER  
**PIONEER PRESS**

Representatives  
RIDDER-JOHNS, INC.  
New York—Chicago—Detroit  
Los Angeles—San Francisco  
St. Paul—Minneapolis

**RENT YOUR CAR  
OR LEASE A FLEET  
FROM**

**NATIONAL**

... in all principal cities here and abroad  
... consult your "phone directory under "NATIONAL". Write for courtesy card and directory to:

**NATIONAL CAR RENTAL SYSTEM, INC.**  
1209 WASHINGTON AVE., CE. 1-9209, ST. LOUIS 3, MO.

**NEED  
VACATION  
HELP**

Just phone  
**Manpower, Inc.**

We'll send you our bonded, insured employees to get your jobs done while your girls are on vacation. We pay them . . . handle all details . . . save you money. Quit worrying — enjoy your own vacation.

**Call nearest office  
manpower, inc.**  
Dept. S. M.-6, Milwaukee 3, Wis.  
Nation's Largest Complete Business Service  
Over 50 offices Coast to Coast



## EXECUTIVE SHIFTS IN THE SALES WORLD

### Air-Way Industries, Inc. . . .

Warren J. Blanke to director of sales.

### Allis-Chalmers Mfg. Co. . . .

William A. Yost, Jr., to v-p, staff operations.

### Audio & Video Products Corp. . . .

Edward F. MacLean to v-p in charge of sales, Magna-Crest Corporation Division.

### Avco Mfg. Corp. . . .

Chester G. Gifford to president, Crosley and Bendix Home Appliances Divisions, and also to a v-p of Avco. Was formerly president of Schick, Inc.

### Borg-Warner Corp. . . .

Harry Cubel to manager, chain saw sales, Atkins Saw Division.

### Burroughs Corp. . . .

Milton E. Mengel to a v-p; will be in charge of corporation-wide product planning; has come up via the sales route.

### Campbell Soup Co. . . .

Gilbert C. Swanson, formerly chairman of the board, C. A. Swanson & Sons, to a v-p of Campbell and general manager of Swanson operations. W. Clarke Swanson, formerly president of Swanson, to a v-p and director of Campbell, in charge of the marketing of all Campbell and Swanson frozen food products.

### Clairel Inc. . . .

Jay Silberman to beauty sales manager.

### Colgate-Palmolive Co. . . .

Philip G. Schlageter to merchandising brand manager, Soap Sales Department.

### Dana Corp. . . .

William E. Liesman to assistant sales manager, Parish Pressed Steel Division.

### General Electric Co. . . .

Donald J. Harrington to manager, marketing, Appliance Control Department.

### A. C. Gilbert Co. . . .

Herbert H. Pearce to marketing development manager.

### Harris-Seybold Co. . . .

T. M. Broadston to eastern sales manager.

### Hickok Mfg. Co. . . .

William D. Brandt to v-p in charge of sales.

### Inland Steel Products Co. . . .

Donald L. Rossiter to v-p and general manager, sales.

### Kleen-Stik Products, Inc. . . .

Jerry Zalkind to executive v-p; was formerly v-p and sales manager.

### Koppers Co., Inc. . . .

Thomas H. Cable to manager, sales management section.

### The Magnavox Co. . . .

Leonard F. Cramer to v-p and general manager, Television, Radio-Phonograph Division.

### Metal & Thermit Corp. . . .

H. D. McLeese to general sales manager.

### Midvale Co. . . .

Howard H. Casey to v-p, sales.

### National Pneumatic Co., Inc. . . .

Richard H. Frost, executive v-p, to president.

### National-U. S. Radiator Corp. . . .

Carroll M. Baumgardner to senior v-p for sales.

### Norton Co. . . .

Henry R. Merrill to general sales manager, Behr-Manning Division.

### Olin Mathieson Chemical Corp. . . .

Robert Cole to director, advertising.

### Permacel Tape Corp. . . .

George A. Fitzgerald, industrial and automotive sales manager, to a v-p.

### Philadelphia & Reading Coal

### & Iron Co. . . .

William R. Dougan to v-p, sales.

### Purolator Products, Inc. . . .

Howard J. Hopkins to merchandising manager.

### Radio Corporation of America . . .

W. W. Bullock to commercial sales and merchandise manager, RCA Victor Division.

### Thomas Industries Inc. . . .

Frederick Keller to director of sales; formerly a v-p and general sales manager, Ekco Products Co.

### Westinghouse Electric Corp. . . .

Robert E. Dobson to manager of marketing, special accounts, for Westinghouse portable appliances, Electric Appliance Division.

### Willow Run Rubber and

### Lining Co. . . .

Edward H. Hindle to executive board and sales staff.

# to Sell Rural Missouri

## Use the

### Missouri Ruralist

PUBLISHED BY CAPPER PUBLICATIONS—LARGEST AGRICULTURAL PRESS IN THE WORLD  
Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco



SALES MANAGEMENT

How do you find out the best way to sell a program to independent service stations? Sinclair says—

## "Ask the Man Who Runs One"

The selling of a sales training program to retail dealers is sometimes more difficult than its formation.

Sinclair Refining Co. recently developed a program to train further its independent service station operators. The field sales staff was indoctrinated with the principles of the program, but there was still the final hurdle—how to get the story across to the retailers in the most effective form.

The company decided to paraphrase the advice of a slogan of a few years ago and "ask the man who runs one."

First step was to select two representative dealers from each of Sinclair's six marketing territories. The men chosen, the company states, were not a cross section of its dealer organization, but were typical *successful* dealers who had proved that they like to sell, serve and satisfy their customers and make a profit in the process.

With representatives of Sinclair's sales management, they gathered in a Detroit hotel for an intensive two-day dealer council. V. L. Brophy, manager of market development for Sinclair, opened the conference with three questions: "What would you tell a man just starting tomorrow in the service station business? What help from Sinclair would you want him to have? What would you advise him to do?"

The dealers supplied answers while the Sinclair executives sat back and listened. The retail selling program was thoroughly explored and management came away with a clear picture of the average dealer's opinion of Sinclair dealer assistance.



OFF CAME THE COATS as soon as the Sinclair dealer council meeting got under way. To stimulate discussion and keep it directed to dealer problems and solutions, management used flannel boards, short talks by Sinclair personnel and films.



POINT BY POINT the Sinclair dealers went over the company's retail sales training program, constructively criticizing various features. Dealers were enthusiastic and discussion continued after the sessions and into the night. "This enthusiasm is hard to believe," one Sinclair executive states, "until you realize that these men were discussing their livelihood—and men are apt to feel strongly about that."



ON THE SPOT discussions at Detroit service stations gave dealers an opportunity to comment on selling techniques and selling aids. Sinclair management gained a fund of down-to-earth information.

# Who Is Selling What Through House-to-House Credit Salesmen

Established concerns selling through dealers are finding new buyers and at Fair Trade Prices when they offer products to 5,000 direct salesmen, making 150,000 daily calls.

BY WILLIAM G. DAMROTH\*  
William G. Damroth & Co.

Each day:

5,000 direct sales specialists are canvassing 100,000 to 150,000 homes door to door, making 15,000-25,000 sales, totaling \$600,000 to \$1 million.

15,000 collectors come close on their heels, calling on each customer once a week, collecting approximately \$1.25 from each of them, and making additional sales to 90%.

This is the house-to-house installment selling industry, and by means of its double-barrelled approach, it has skyrocketed in recent years until it's now doing more than half a billion dollars of business each year . . . has 10 million current accounts.

The house-to-house instalment industry:

Q. How many individual retailers are there in the industry?

A. Approximately 10,000. Of these the 1,000 who meet minimum requirements for membership in the National Association of House-to-House Installment Companies (NAHHIC) account for one-half the total sales.

Q. Where do these companies do their business?

A. In areas of concentrated population. The close margin of profit on which the house-to-house industry operates puts a premium on routes where a maximum number of people can be canvassed in a minimum time. This does not mean that only a metropolitan area can be profitable, but it does scratch all but a few rural areas off the list.

Q. Who are their customers?

A. Families whose average yearly income is \$4,000 or less . . . who

either do not meet department store credit standards or cannot afford the interest rates and carrying charges . . . customers who couldn't buy any other way. Since one home in five is a customer, the house-to-house installment industry helps to raise the living standards of a good percentage of our population.

Q. What credit terms do they offer?

A. For down payment they generally accept whatever they can get, from nothing to 10%. Weekly payments are usually set at \$1.25 if the purchase is \$50 or less. In some cases, for every \$15 above \$50 an additional 25 cents is tacked on.

Q. What is the average-size order?

A. About \$40 for the canvasser and \$20 for the collector's add-on sale.

How they sell:

Q. What does the cold canvasser show his prospective customer at the door?

A. Most salesmen work with only one product. It could be plastic dinnerware, a set of silver, or the Holy Bible . . . whatever he feels is his particular specialty.

Q. How does he demonstrate his product once inside the house?

A. He may spread cold cream on a white card and hold it to the exhaust port of his vacuum cleaner to prove that the dirt stays in the bag and doesn't sift back into the room, or he may cut a coat hanger with a stainless steel knife. He strives for drama and excitement wherever possible. Ideally the manufacturer and the house-to-house company work together to develop features of the presentation.

Q. What other sales tools are provided?

A. The salesman may carry the

tear sheet of an advertisement to show that his price tag isn't jacked up. Or he may offer proof that the item he's selling is handled exclusively by the house-to-house industry and cannot be purchased at any retail store (such firms as Proctor Electric Co., Philadelphia, and The Hoover Co., North Canton, O. have exclusive deluxe packages for the industry which permit a greater markup). He shows the customer her 90-day warranty—a must for all instalment products.

How they collect:

Q. How does the other member of the team, the collector, operate?

A. The salesman makes the initial contact but thereafter has no part in the operation. Now the ball is tossed to the collector and his job is a double-header. He (1) collects on the present account and (2) strives to keep it perpetually open by interesting the customer in new items.

Q. When does he make his first call?

A. One week after the sale, and he comes once a week until the account is paid out. If it totals \$40, he'll be making 32 calls and will thus have 32 opportunities to make additional sales.

Q. How many of these calls does he make a day?

A. Sixty to 100. A recent study shows an average of 85. Ninety percent of his customers will eventually buy additional items; 10-30 of them do so each week.

Q. Does the collector work on a commission?

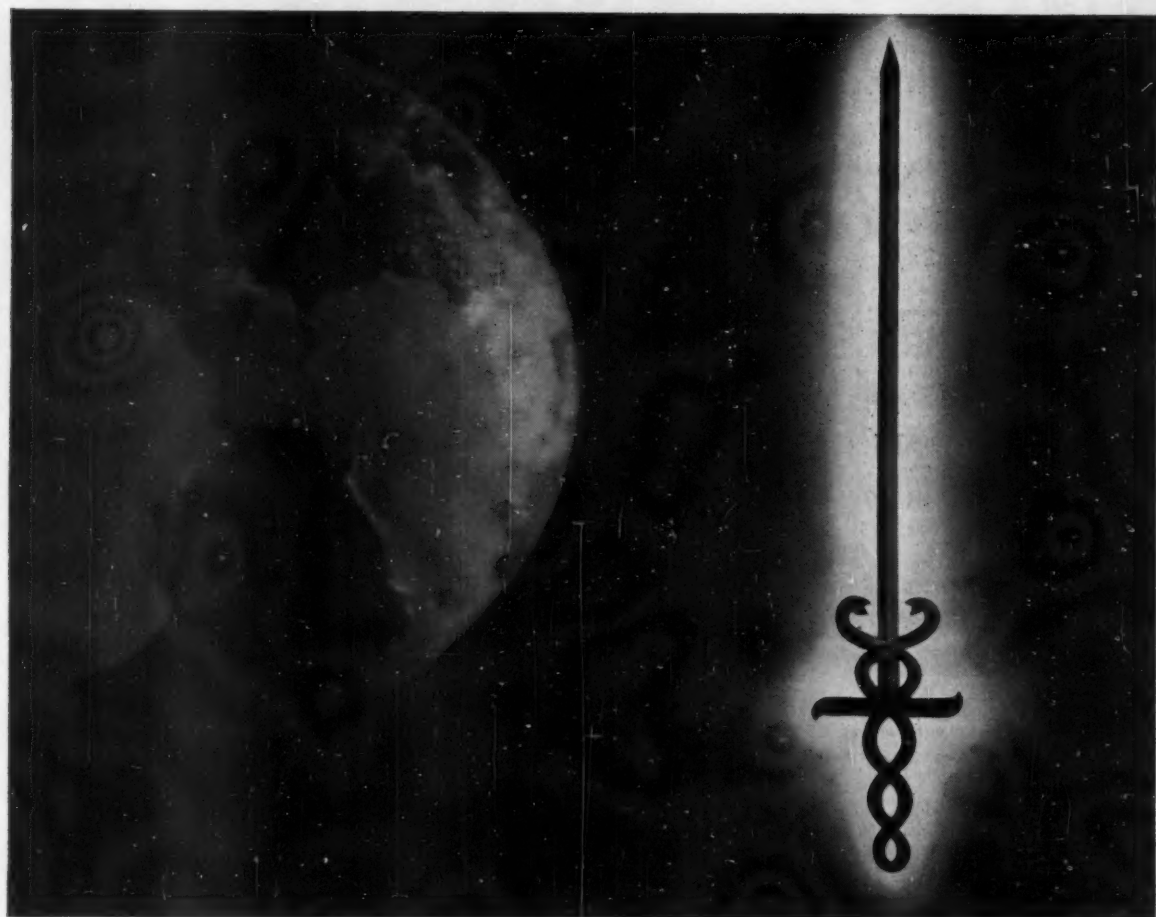
A. About half the companies pay their collectors a percentage of collections. All companies pay commissions for add-on sales. This is approximately 15%, whereas the canvasser receives 25%-30% of his original sale.

Q. Who brings in the most business—canvasser or collector?

A. A good canvasser accounts for \$500-\$750 worth of business a week. A good collector doesn't do as well. Why? The answer is logical. A canvasser sees a customer only once in his life. His goal is one sale only, and since he won't be back, it's now or never. He throws all his resources into getting the sale today. The collector, on the other hand, is interested in the long haul. He hopes to be around for

\*Damroth, located in New York City, is a management consultant with wide experience in direct selling. He, with Frans Wettersing, is author of "Lost-Sale" Quiz, published by SALES MANAGEMENT.





## Why the Sword of Hope is Mightier than Ever . . .

IN THE AGELESS STRUGGLE on a cold and hostile planet, man's most faithful weapon—sometimes his only one—has been Hope; and it has never altogether failed him.

Even today, in the battle against one of our strongest and cruellest enemies—cancer—there are splendid indications that our hope and faith are not misguided; that the long winter of despair is no longer quite so cold nor quite so dark.

Already, cancer patients are being cured—completely cured—who, even five years ago, would have been beyond all help.

Tens of thousands are living happily this Springtime—and will live through many Springtimes yet to come—because they were *saved* last year from cancer.

Other tens of thousands *could* have been saved by today's knowledge, if only they had been treated *in time*.

Why weren't they treated *in time*—?

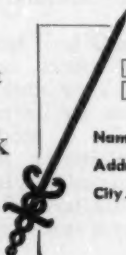
Because of all of us. We haven't worked hard enough at cancer education and service to patients. *And we still haven't given enough money* for training physicians, for clinics, and for research.

Yes, The Sword of Hope—symbol of the American Cancer Society's struggle against a mighty implacable enemy—is stronger and sharper than ever. If it isn't being wielded as powerfully as it might be, it's simply because more help is needed from *everyone*. Much more! Won't you please give *really generously*, this year—?

### American Cancer Society

**Cancer**  
Man's cruellest  
enemy  
strike back

*Give*



#### GENTLEMEN:

- ☐ Please send me free information on cancer.  
☐ Enclosed is my contribution of \$.....  
to the cancer crusade.

Name.....

Address.....

City..... State.....

Simply address the envelope:  
CANCER c/o Postmaster, Name of Your Town

## "Financial Security Is Based On Savings..."

**ARTHUR B. HOMER**  
President  
Bethlehem Steel Corporation



"... and the purchase of U.S. Savings Bonds through the Payroll Savings Plan is one of the easiest ways for any individual to save for economic security."

If you agree with Mr. Homer that "... the Payroll Savings Plan is one of the easiest ways to save for economic security."

If you believe with millions of other Americans that there is no safer investment than U.S. Savings Bonds—

Why not take a *really personal* interest in your employees and your Payroll Savings Plan?

Pick up the phone, now, and ask the man in charge of your Payroll Savings Plan three questions:

- How many of your employees are enrolled in the Payroll Savings Plan?
- What is the percentage of employee participation?

- When did your company last conduct a person-to-person canvass?

If less than 50% of your employees are enrolled in the Plan... if you have not conducted a person-to-person canvass in the past two years (*or if you do not have the Plan*), act now! Telephone, wire or write to Savings Bonds Division, U.S. Treasury Department, Washington, D.C. You will hear promptly from your State Director, U.S. Treasury Department who will be glad to help you conduct a person-to-person canvass that will put an application blank in the hands of every employee. That is all you have to do. Your employees will do the rest. They want to save for their economic security.

The United States Government does not pay for this advertising. The Treasury Department thanks, for their patriotic donation, the Advertising Council and



## SALES MANAGEMENT

years, and he can keep his customer buying longest by treating her gently and humoring her along. Easy does it is his motto, and it pays off. Every collector has some customers who have been on his books for years.

### What they handle:

**Q.** What do the house-to-house instalment companies sell?

**A.** Approximately 175 different items... all of them necessities or near-necessities. Categories include:

1. Small appliances. Fans, heaters, toasters, irons, deep fryers, roasters, clocks.
2. Kitchenware. Plastic dishes, waterless aluminum cooking utensils, silverware, cutlery, glassware.
3. Soft goods. Blankets, curtains, drapes, rugs, pillows, bedspreads, slip covers.
4. Clothing. Shirts, pants, blouses, sportswear, raincoats.
5. Miscellaneous. Watches, jewelry, fountain pens, cosmetics.
6. Religious articles.

**Q.** Who supplies the industry?

**A.** Approximately 200 manufacturers have found profitable market opportunities through these direct selling companies; 50% of them are well-known brand name manufacturers... Hoover, Bulova, Dormeyer, Ekco, Color-flyte (Selbra China Corp., New York), Benrus, Silex, Proctor, Regal, Monument Mills, Bartmann & Bixer, Fieldcrest Mills, West Bend Aluminum, International Silver, to mention a few.

**Q.** Are famous brand name products preferred?

**A.** Not necessarily. The industry has quite a reputation based on its ability to create demand for an entirely new product. Pressure cookers are a case in point. They were first introduced at the New York World's Fair in 1939, from there distributed to retail outlets. Nothing happened. Most housewives thought a pressure cooker was roughly equivalent to having a live mine in the kitchen. Then one manufacturer brought his product to the house-to-house industry, and 20,000 salesmen promptly went to work to overcome the housewives' fear. They demonstrated the cooker from one coast to the other and the demand they created backed right up to the retail stores. As a result the pressure cooker business, once flat on its back, is now on top of the world. Other examples could be given. Most recently the industry has boosted Color-flyte into second place among Melmac dinner sets... and it's still moving up.

**Q.** If brand name is not preferred,

what are the merchandise requirements?

A. There are four major ones:

1. To begin with, when a customer walks into a retail store, her desire is already way up. She comes in because she wants something. Not so in the house-to-house industry. When the salesman rings the bell, the customer has not the remotest notion of buying a thing. He has to overcome her resistance fast. Demand must be created on the spot. Therefore, an attractive package is the first must.

2. Products must be long-lasting, durable, and of high quality. Obviously they must last until the final payment is made. They also must carry a guarantee against defective parts or workmanship.

3. The product must be portable.

4. It must be in a \$20-\$100 price range for canvassers and \$5-\$40 for collectors.

How the manufacturer fits into the picture:

Q. Do companies buy direct from the manufacturer?

A. Ninety-nine percent of the time. On many seasonal items such as blankets and electric fans, orders are placed once a year. Non-seasonal products, because they are readily available at any time, are bought in smaller allotments as the need arises. Since the manufacturer deals with individual companies, he can concentrate sales in one section of the country if he so desires.

Q. Does the credit structure of the industry impose any hardships on the manufacturer?

A. Not at all. A salient feature of the house-to-house business is that each company owner must be something of a banker . . . able to extend credit to his customers while paying his own bills promptly. General credit of 10-60 days is usually allowed.

Q. What about consumer prices?

A. Approximately 50% of the products are fair-traded, as per the wishes of the manufacturer. In other cases they may be voluntarily sold at list or slightly higher. There is no such thing as discount selling in the house-to-house instalment industry.

Q. Does the manufacturer back the company with local advertising?

A. Occasionally a manufacturer, such as Color-flyte, that has both retail store and house-to-house outlets, devotes its national advertising budget to a series of local campaigns. But as a rule the house-to-house company owner handles his own advertising. Many manufacturers supply the premiums if a company goes all-out

### 100 Test Cities

An analysis of 503 test market operations puts the spotlight on more than 100 cities which have used recent tests.

The findings on most popular test cities overall, and most popular cities for food and drug tests, will be revealed in the June 15 issue.

on a big advertising campaign.

Q. What does the manufacturer stand to gain by signing with house-to-house instalment companies?

A. 1. *A new market* that will not be in competition with his retail stores. These outlets will automatically reap the benefits of (a) an expanding market which permits the manufacturer to reduce costs all around, and (b) a general increase in local sales which is a by-product of the house-to-house operation. (Here's how that works: A salesman who makes 10 presentations will get two or three sales. Of those who don't buy at the time, two or three will eventually change their minds and the retail store will get their business.)

2. The advantage of knowing that *his product is the only one of its kind sold by the company.*

3. *A market that will not slip during a decline in prosperity.* It's a fact that the industry got its biggest boost during the depression.

4. A sales outlet that *requires no servicing.* No manufacturer's representatives need to call.

### Where to Go

Q. How does a manufacturer get in touch with the house-to-house companies?

A. The easy way is to become an associate member of the National Association of House-to-House Instalment Companies; headquarters are at 20 East 50th St., New York 17, N. Y. As a privilege of associate membership the manufacturer is provided with a mailing list of house-to-house companies.

These other channels are not as surefire:

1. A check of local Chambers of Commerce and Better Business Bureaus may turn up a few companies, but not all are members of these organizations.

2. Consistent advertising in the business journal *Instalment Retailing*, published by the National Association, will reach a large percentage of companies.

The End

## SOUND SLIDE FILMS

Like you've never seen before!

Unusual SALES films that HOLD an audience!  
Created by SALES experts!  
Designed to solve YOUR sales problems!  
Priced right for every SALES budget!

CALL! WRITE! or WIRE!

or better yet, come on over for a showing!

VIC HERMAN PRODUCTIONS, INC.

104 EAST 40 ST. NEW YORK 10, N. Y.

Murray Hill 4-1064

## Wise Guy, Eh?

He concentrates on Big, BIG circulations and Big, BIG markets.

But there are some gold mines in the smaller fields, Big Boy.

The Orange Blossom Trail, for instance, down here in Cen. Fla.

We dominate this 500 million \$ market and its 400,000 people.

### Orlando Sentinel-Star

MARTIN ANDERSEN

Owner, Ad-Writer & Galley Boy  
Orlando, Florida  
Nat. Rep. Burke, Kuipers & Mahoney

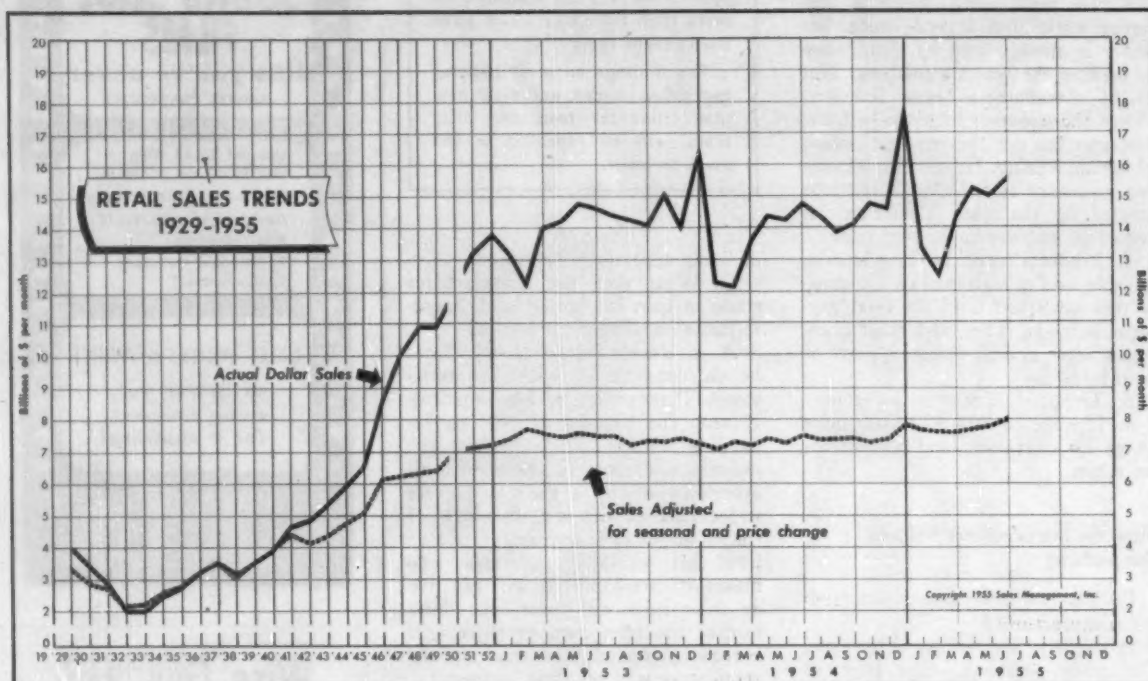
## Mink... for incentive charm



If it is up to you, Mr. VP, to maintain sales records, you can't beat the incentive value of mink and other nice furs for achievement awards, good will tokens, gifts. Learn how a mink-provoked impact can stimulate sales and improve public relations. Write for catalogue "Furs in the News." As resident fur buyers and wholesale distributors we supply your every need; every garment guaranteed as represented.

VICTOR ASSELIN FUR, INC.  
343 7th Ave., New York, BR 9-9830





## Prediction: June Retail Sales To Smash All Records

BY DR. J. M. GOULD • Research Director  
Sales Management's Survey of Buying Power

The volume of retail sales in June 1955 will run about \$15.5 billion—by far the highest June figure ever recorded. This will mark the seventh consecutive month in which sales have been going ahead of the same

month of the preceding year by more than 5%. It is noteworthy that in every one of the past seven months, autos have been the spark plug, running well ahead of other components of retail sales.

The retail box score for the first four months of 1955 shown here is typical of the general picture. For this period automotive sales show a gain of more than 20% over the same period in 1954, while non-automotive

### Retail Sales Box Score

	4-month totals			April		
	1955	1954	%	1955	1954	%
	\$ Millions			\$ Millions		
Food .....	13,909	13,231	+ 5.1	3,731	3,422	+ 9.0
Eating and Drinking Places .....	4,037	3,990	+ 1.2	1,047	1,036	+ 1.1
General Merchandise .....	5,536	5,206	+ 6.3	1,657	1,567	+ 5.7
Apparel .....	3,068	2,946	+ 4.1	977	949	+ 3.0
Furniture and Appliances .....	2,882	2,708	+ 6.4	741	695	+ 6.6
Lumber, Building, Hardware .....	3,853	3,751	+ 2.7	1,163	1,091	+ 6.6
Automotive .....	12,055	9,990	+20.7	3,398	2,841	+19.6
Gasoline Service Stations .....	3,713	3,429	+ 8.3	947	903	+ 4.9
Drug and Proprietary .....	1,635	1,600	+ 2.2	412	398	+ 3.5
*Total Sales .....	56,275	52,269	+ 7.7	15,530	14,324	+ 8.4

\* Includes data for kinds of business not shown in above nine categories.

sales are up by 4.5%. The gain in non-automotive sales, while a good one, is pretty much in line with the corresponding gain in disposable income in the same period. Auto sales on the other hand have been almost too good to be true, and will in all probability fall off sharply after June.

While car inventories have been very high (and may even reach the 700,000 mark in June), there has not been as yet enough slackening in the rate of sales for any inventory problems to show up. Thus there have been some reports of "boot-legging"—the appearance on used car lots of new cars sold by overstocked franchised dealers, but boot-legging was much more of a problem last year when both stocks and sales were far lower. Again there is some concern that too easy credit terms are putting some dealers out on a limb. In fact the lag in used-car sales has been attributed to the fact that down payments on new cars are frequently lower than those required on used cars. It is clear that by the end of the month the 1955 American automobile, which will have been available for nearly three quarters of a year, will have pretty much run its course; the summer months will be primarily a period in which plans for 1956 models will be hatched. Industry observers expect to see some of the new 1956 models on display not too long after Labor Day, with resumption of the automotive buying spree coming in October.

Will the expected summer lull in automotive buying affect the total retail sales picture? If so, it will merely reflect a diversion of consumer spending into the purchase of services and recreation. In fact, if the auto boom of the past nine months means anything at all, the American consumer will be on wheels this summer to a degree never before encountered. Motels, hotels, resorts, restaurants are preparing for the greatest vacation season in history.

Another factor that may move into the plus column in the third quarter to help offset the automotive lull may be business investment in new plants and equipment, which hit a low point in the first quarter of the year. A recent McGraw-Hill survey indicates that business may now be revising its capital spending plans in an upward direction. If so, there is a good chance that over-all business activity in the third quarter may continue to expand at the same rate established in the first and second quarters. This would certainly make 1955 the best year in history.

Among states reporting better-

than-average performance for this June as compared with last June are:

Alabama  
Arizona  
Arkansas  
Colorado  
Kansas  
Virginia

The leading cities, those with a City National-Index well above average, are:

Santa Ana, Cal. ....	127.6
Fort Lauderdale, Fla. ....	126.3
Ventura, Cal. ....	122.5
Lubbock, Tex. ....	121.8
Orlando, Fla. ....	119.9
Colorado Springs, Colo. ...	117.9
Greensboro, N. C. ....	114.1
Tucson, Ariz. ....	113.6
Eugene, Ore. ....	112.0
St. Petersburg, Fla. ....	111.9
Miami, Fla. ....	111.8
Norfolk, Va. ....	111.2
Hempstead Township, N.Y. ....	111.0
Tyler, Tex. ....	110.5
Pueblo, Colo. ....	110.4
Amarillo, Tex. ....	109.7
Greenville, S. C. ....	109.7
Flint, Mich. ....	108.9
Lake Charles, La. ....	108.6
Montgomery, Ala. ....	108.6
Wichita, Kans. ....	108.4
Elizabeth, N. J. ....	108.0

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar annual estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1955 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a ratio. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941,

the most recent year of official sales Census results.

The second figure, "City Index, 1955 vs. 1954" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1955 vs. 1954" relates the city's change to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "\$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily projections of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1954 which equals or exceeds the national change.

#### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

City	City		Nat'l.	\$
	Index	Index	Index	
	1955	1955	1955	(Million)
	vs.	vs.	vs.	June
	1939	1954	1954	1955

#### UNITED STATES

435.4 106.0 100.0 15539.00

#### Alabama

★ Birmingham ...	484.3	107.3	101.2	41.26
★ Gadsden .....	572.6	109.9	103.7	6.07
★ Mobile .....	622.1	106.3	100.3	16.30
★ Montgomery ...	513.3	115.1	108.6	13.60



## LOOKING FOR A MARKET WITH BIG SPENDABLE INCOME? STAMFORD'S IS \$188,120,000

That is 52% above the national average! The Advocate reaches 99% of the city homes... you can best reach this market through your advertising in the Advocate.

### Stamford Advocate STAMFORD, CONN.

Represented by  
The Julius Mathews Special Agency

## How Important Is NORWALK, CONN.?

city zone 60,425 (ABC, 1954)

NORWALK listed by Sales Management as a metropolitan area, is the big shopping center for 102,000 people.

With 80% of consumer spending units in the three top income brackets it is easy to understand why family income averages \$7869 or \$2595 above national average. It's this big plus that spells extra sales.

### Norwalk is Rated 30% Above Average

THE NORWALK HOUR, with dominating circulation in this well above-average market, brings more sales and bigger profits for you. Daily circulation is 15,837—96% of the city zone homes and 57% of the entire trading area.

## The Norwalk Hour Norwalk, Conn.

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

		City		Nat'l.	
City	Index	City	Index	Index	\$
1955	1955	1955	1955	1955	(Million)
vs.	vs.	vs.	vs.	vs.	June
1939	1954	1954	1954	1955	

### Arizona

★ Phoenix	776.2	107.1	101.0	31.67
★ Tucson	859.7	120.4	113.6	17.28

### Arkansas

★ Fort Smith	550.0	110.3	104.1	7.37
★ Little Rock-North				
Little Rock	500.5	108.0	101.9	20.57

### California

Bakersfield	418.9	101.4	95.7	12.44
★ Berkeley	397.9	106.3	100.3	11.62
★ Fresno	483.0	106.3	100.3	21.93
★ Long Beach	616.6	109.2	103.0	45.01
★ Los Angeles	461.0	108.0	101.9	307.00
Oakland	411.4	105.9	99.9	63.32
★ Pasadena	569.1	111.2	104.9	26.75
★ Riverside	617.6	106.6	100.6	9.14
Sacramento	434.9	104.4	98.5	29.27
★ San Bernardino	663.9	111.9	105.6	15.27
★ San Diego	664.7	110.7	104.4	54.04
San Francisco	340.8	103.9	98.0	111.11
★ San Jose	550.6	113.1	106.7	21.64
★ Santa Ana	906.0	135.3	127.6	15.13
★ Santa Barbara	422.2	106.0	100.0	8.36
Stockton	460.4	103.9	98.0	14.55
★ Ventura	686.0	129.9	122.5	6.38

### Colorado

★ Colorado Springs	515.6	125.0	117.9	9.23
★ Denver	438.8	110.5	104.2	66.44
★ Pueblo	463.4	117.0	110.4	8.99

### Connecticut

Bridgeport	373.8	102.7	96.9	23.40
Hartford	346.0	105.2	99.2	31.97
Middletown	390.1	97.4	91.9	3.94
Meriden				
Wallingford	350.3	97.6	92.1	6.48
New Haven	310.4	103.1	97.3	23.06
New London	323.8	104.0	98.1	5.31
Stamford	447.2	102.2	96.4	10.33
Waterbury	342.9	104.3	98.4	12.72

## Payrolls UP \$1.8 Million!

The recent U. S. Navy pay raise has boosted payrolls in DAY-covered New London by a whopping \$150,000 per month.

Remember—this extra \$1.8 million yearly is set by Act of Congress... a stable, permanent addition to New London's already-huge \$45 million annual Federal payroll. Aim your advertising at this greater, dependable spending power here now.

## The Day

NEW LONDON, CONNECTICUT  
National Representatives:  
GILMAN, NICOLL & RUTHMAN

## You Always Get More In Middletown

Middletown's place as a highly responsive sales market is well-established by its twenty-one year record of consistent gains.

The greater Middletown market (Middlesex County) offers one of the best sales opportunities in the state and in the nation.

### PER FAMILY AVERAGES

	Middletown	U.S.A.
Retail Sales	\$6049	\$3571
Food	1551	848
Gen. Mdse.	570	394
Furn. Household	280	190
Automotive	1040	660
Drugs	198	104

### "You Always Get More In Middletown"

No combination of incoming non-local papers comes anywhere near equaling the coverage of The Press.

## THE MIDDLETOWN PRESS

MIDDLETOWN, CONN.

OUR NATIONAL REPRESENTATIVE  
The Julius Mathews Special Agency

SALES MANAGEMENT



## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	June
1939	1954	1954	1955

#### Delaware

★ Wilmington	425.3	109.2	103.0	23.52
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#### District of Columbia

★ Washington	367.1	106.0	100.0	125.80
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#### Florida

★ Fort Lauderdale	865.4	133.9	126.3	13.24
★ Jacksonville	545.4	113.1	106.7	34.36
★ Miami	722.1	118.5	111.8	63.40
★ Orlando	649.6	127.1	119.9	14.55
★ Pensacola	516.0	101.4	95.7	7.43
★ St. Petersburg	676.2	118.6	111.9	18.73
★ Tampa	687.2	111.8	105.5	26.94

#### Georgia

★ Albany	612.8	113.3	106.9	5.26
★ Atlanta	456.5	106.0	100.0	66.92
★ Augusta	567.3	110.8	104.5	12.14
★ Columbus	568.8	112.3	105.9	11.49
★ Macon	469.6	113.1	106.7	10.05
★ Savannah	465.0	105.4	99.4	13.67

#### Hawaii

Honolulu	430.7	105.3	99.3	29.33
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#### Idaho

★ Boise	408.5	109.6	103.4	7.68
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#### Illinois

Bloomington	370.2	98.3	92.7	6.22
Champaign-Urbana	407.5	102.6	96.8	8.64
Chicago	356.7	104.3	98.4	459.66
Danville	395.6	104.4	98.5	6.33
Decatur	407.3	105.4	99.4	11.12
East St. Louis	429.3	99.5	93.9	9.66
Moline-Rock Island				
E. Moline	403.1	104.9	99.0	12.86
Peoria	335.8	103.8	97.9	17.46
Rockford	468.6	105.5	99.5	17.48
Springfield	392.6	103.5	97.6	13.70

#### Indiana

★ Evansville	420.0	101.7	95.9	16.17
★ Fort Wayne	469.2	110.7	104.4	22.43
★ Gary	482.3	107.2	101.1	17.75
Indianapolis	424.7	102.4	96.6	68.17
★ Lafayette	440.1	112.1	105.8	6.91
Muncie	396.0	105.6	99.6	7.92
South Bend	468.4	100.3	94.6	19.11
Terre Haute	343.9	99.6	94.0	9.87

#### Iowa

★ Cedar Rapids	456.4	106.5	100.5	12.87
★ Davenport	407.2	109.7	103.5	11.89
★ Des Moines	414.0	107.0	100.9	28.98
Dubuque	393.4	100.4	94.7	6.57
Sioux City	331.4	97.5	92.0	11.07
Waterloo	390.9	104.8	98.9	9.46

#### Kansas

★ Hutchinson	450.7	111.9	105.6	6.22
★ Kansas City	483.3	107.2	101.1	14.45
★ Topeka	478.1	110.3	104.1	12.86
★ Wichita	729.8	114.9	108.4	33.06

#### Kentucky

Lexington	408.9	105.6	99.6	11.53
Louisville	442.3	104.5	98.6	49.32
Paducah	477.6	93.4	88.1	5.97

## DECATUR!

### THE BOOM CITY OF ILLINOIS

Sales reflect spectacular market expansion

- Only metropolitan Illinois market to show a retail sales gain in 1954—up 2.6% (S.M. 1955)
- Third in business activity among 32 metropolitan areas in five states of the Federal Reserve District—up 6.8% (Federal Reserve Bank Survey).
- Consistent Sales Management "High Spot" city.

Reach All the Big DECATUR Trading Area with the . . .

### Decatur Herald and Review

100% Metropolitan area coverage

62.1% Coverage, official 10-county Rand McNally trading area

49.4% Coverage total Herald and Review 15-county market

Source: SM (1955), ABC (9-30-54)

### Decatur Herald and Review

A Lindsay-Schaub Newspaper  
Member Illinois Color Comic Group  
Jann & Kelley, Inc. Nat'l. Reps.



\* LOUISVILLE BELONGS ON ANY

### SUPPLEMENT SCHEDULE DID YOU KNOW?

More than 70% of the 100 leading national advertisers in 1954 used newspaper supplement advertising. Many advertisers using one or more of the three national supplements used the Louisville Courier-Journal Magazine to complete their supplement schedule. In 1953 — 187 This Week advertisers placed a total of 422,943\* lines in the Louisville Courier-Journal.

\*The bulk of this lineage is in the magazine; however, some appears in the comics & R.O.P. Send for your free copy of a new factual study of newspaper supplements. Write to: Promotion Department, The Courier-Journal, Louisville 2, Kentucky.

### \* THE LOUISVILLE Courier-Journal SUNDAY MAGAZINE

Sunday Courier-Journal Circulation 396,673  
Member of The Locally-Edited Group  
Represented Nationally by The Bhanham Company.



# 75,000

## INTO THE CLASS!!

CLIMBING UP

1955 POPULATION FIGURES RELEASED BY STATE LABOR DEPARTMENT

GIVE THE MERIDEN-WALLINGFORD MARKET A TOTAL OF

# 71,400

27% Higher Than 1950 Census

MORE PEOPLE TO BUY MORE GOODS  
THE ONLY NEWSPAPERS THAT COVER THIS MARKET

THE MERIDEN-WALLINGFORD RECORD-JOURNAL

MERIDEN, CONN.

Represented by Gilman, Nicoll and Ruthman

# BIDDEFORD-SACO

**York County's  
Most Dependable Market**

Population	32,400
Total Income	\$47,050,000
Per Family	\$ 5,180
Total Sales	\$32,061,000
Food	\$10,568,000
Gen. Mdsc.	\$ 1,695,000
Furn. Hshld.	\$ 1,855,000
Automotive	\$ 5,292,000
Drugs	\$ 610,000

The Biddeford Journal, read in 95% of the homes, gives you more sales — greater profits for every advertising dollar invested. It's your best family buy in Maine.

## THE BIDDEFORD JOURNAL

BIDDEFORD, MAINE

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for June, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	June
1939	1954	1954	1955

### Louisiana

★ Baton Rouge	588.2	107.0	100.9	13.94
★ Lake Charles	677.1	115.1	108.6	6.50
Monroe-West				
Monroe	478.9	105.0	99.1	7.95
★ New Orleans	457.6	106.5	100.5	60.26
★ Shreveport	471.8	109.7	102.5	18.87

### Maine

Bangor	346.8	105.4	99.4	6.00
★ Lewiston-Auburn	353.9	107.3	101.2	7.68
★ Portland	333.8	108.4	102.3	13.05

### Maryland

★ Baltimore	375.5	108.5	102.4	121.45
Cumberland	267.0	104.2	98.3	4.86
★ Hagerstown	376.4	109.5	103.3	5.57

### Massachusetts

★ Boston	294.1	107.8	101.7	122.69
Brockton	305.2	105.6	99.6	8.18

### Massachusetts (cont.)

Fall River	324.6	102.9	97.1	11.20
Holyoke	360.2	102.1	96.3	6.70
★ Lawrence	343.3	111.6	105.3	10.47
★ Lowell	387.5	107.8	101.7	10.19
★ Lynn	322.7	109.7	103.5	11.39
★ New Bedford	346.1	107.7	101.6	12.01
Pittsfield	317.4	100.2	94.5	6.57
★ Salem	374.4	108.1	102.0	6.29
Springfield	328.2	105.6	99.6	23.40
Worcester	311.6	100.1	94.4	24.62

### Michigan

Battle Creek	441.8	105.3	99.3	9.19
Bay City	387.0	100.5	94.8	7.16
Detroit	437.8	103.0	97.2	247.94
★ Flint	529.3	115.4	108.9	32.34
★ Grand Rapids	436.8	108.4	102.3	30.01
★ Jackson	426.5	111.7	105.4	10.15
★ Kalamazoo	404.6	107.9	101.8	12.38
Lansing	421.2	97.2	91.7	16.68
Muskegon	424.0	102.3	96.5	8.48
★ Pontiac	567.8	109.7	103.5	14.99
Port Huron	410.4	105.4	99.4	6.32
★ Royal Oak				
Ferndale	747.0	111.2	104.9	13.82
★ Saginaw	450.5	107.4	101.3	13.74

### Minnesota

Duluth	302.4	98.5	92.9	12.37
★ Minneapolis	348.0	106.6	100.6	79.77
St. Paul	314.9	103.7	97.8	44.94

"...the relative independence of PITTSFIELD, MASSACHUSETTS as a marketing center ... because you have a responsive well-heeled audience." (from a letter in our files)

1954 LOCAL LINAGE as published in Editor and Publisher, March 19, 1955

## FIRST IN MASSACHUSETTS\* — Compare!

10,374,994 LINES — BERKSHIRE EAGLE

6,665,300	Holyoke	9,063,117	Fall River
3,315,382	Hyannis	6,044,710	Fitchburg
7,114,072	New Bedford	3,999,548	Framingham
4,880,960	North Adams	3,807,076	Gardner
3,072,984	North Attleboro	5,596,164	Greenfield
7,822,010	Salem	7,714,339 (combination)	Worcester
8,699,110 (combination)	Springfield	5,548,322	Boston American
3,908,299	Taunton	8,494,859 (combination)	" Globe
3,737,034	Waltham	12,544,616 (combination)	" Traveler
3,215,926	Beverly	6,782,177 (combination)	" Herald
6,981,254	Brockton	5,045,495 (combination)	" Post

\*Not sold in combination.

National Representatives  
Julius Mathews Special Agency

Here is A Top Market Covered 100% By  
**THE BERKSHIRE EAGLE**  
PITTSFIELD, MASSACHUSETTS

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

City		City		City	
Index	Index	Index	Index	Index	\$
1955	1955	1955	1955	1955	(Million)
vs.	vs.	vs.	vs.	vs.	June
1939	1954	1954	1954	1955	

#### Mississippi

Jackson	519.4	104.8	98.9	11.53
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#### Missouri

★ Joplin	364.9	105.1	100.1	5.62
Kansas City	442.6	105.6	99.6	84.72
St. Joseph	321.9	101.3	95.6	7.95
St. Louis	339.9	100.9	95.2	102.33
★ Springfield	439.4	107.7	101.6	9.71

#### Montana

★ Billings	460.8	110.9	104.6	7.28
Butte	223.8	99.2	93.6	4.79
★ Great Falls	379.9	105.1	100.1	6.61

#### Nebraska

★ Lincoln	425.8	111.8	105.5	14.18
Omaha	363.6	99.2	93.6	32.65

#### Nevada

★ Reno	447.2	107.8	101.7	8.72
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## Taunton, Mass.

### Bristol County's Top Market!

Where family income (\$4,924) is the highest of the three largest markets in the county.

Population 41,500

Total Income \$55,640,000

Retail Sales \$43,491,000

Where sales of the major commodities such as food, furniture - household - radio and drugs far exceed the national average.

Where the Gazette, reaching more than 90% of all families, is part of the everyday buying decisions of these above-average income families.

### Taunton Gazette

Taunton, Massachusetts  
Established 1884

Represented by The Julius Mathews  
Special Agency, Inc.

**The PORTLAND, MAINE Market**  
**is a Nine County Sales Area**  
*where most of the state's*  
*population-income and*  
*sales are concentrated*

**\$580,197,000\***

**or 64%**

of the state's retail  
sales and the greatest  
percentage of the  
Press Herald-Evening  
Express circulation is  
concentrated in these  
nine southern counties.



\*1955 Survey of Buying Power

**Sales Management's latest Test Market Survey**  
**rates Portland as one of the nation's best:**

1st for all cities in Maine

1st in New England for cities in 75,000 to 150,000 population group

3rd in New England for cities of all sizes

6th in U. S. A. for cities in 75,000 to 150,000 population group

18th in U. S. A. for cities of all sizes. It ranked 75th in 1950.

The PORTLAND newspapers give you 94% coverage of the  
city and retail trade zone and 52% of the entire nine counties.

**78,164 circulation daily . . . 87,243 Sundays**

## PORTLAND, MAINE

PRESS HERALD

EVENING EXPRESS

SUNDAY TELEGRAM

Represented by The Julius Mathews Special Agency, Inc.



## GREATER SALES AT LESS COST IN LITTLE FALLS

30,000 people — regular readers of the Times and regular shoppers in Little Falls spent \$28,651,000 for retail purchases in 1954. Its positive proof that—

Your advertising goes to work in the homes where the selling takes place when you advertise in the

**Little Falls Times**  
Little Falls, N. Y.

Represented by  
The Julius Mathews Special Agency, Inc.

## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

City	City	Nat'l.	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	June
1939	1954	1954	1955

### New Hampshire

Manchester	328.6	104.6	98.7	9.43
Nashua	313.8	101.2	95.5	3.86

### New Jersey

Atlantic City	351.1	104.1	98.2	13.34
★ Camden	436.8	113.1	106.7	18.30
★ Elizabeth	396.1	114.5	108.0	15.17
★ Jersey City-				
Hoboken	321.8	107.8	101.7	31.73
Newark	299.3	98.8	93.2	63.51
Passaic-Clifton	407.8	104.9	99.0	16.15
★ Paterson	399.1	112.9	106.5	23.39
★ Trenton	378.8	108.3	102.2	21.06

### New Mexico

★ Albuquerque	850.0	110.2	104.0	16.83
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### New York

Albany	347.9	105.0	99.1	22.44
Binghamton	339.5	102.1	96.3	12.29
Buffalo	356.1	101.8	96.0	75.84
Elmira	378.6	104.7	98.8	8.67
★ Hempstead				
Township	655.2	117.7	111.0	65.98
Jamestown	378.8	104.4	98.5	6.78
New York	323.5	101.3	95.6	878.99
Niagara Falls	379.5	102.1	96.3	11.46
★ Poughkeepsie	368.3	110.5	104.2	8.84
Rochester	321.9	103.2	97.4	46.54
Rome	442.2	104.3	98.4	4.51
Schenectady	360.4	98.7	93.1	13.73
Syracuse	343.6	99.2	93.6	30.99
Troy	410.5	104.1	98.2	10.14
Utica	344.9	103.0	97.2	13.28

### North Carolina

★ Asheville	411.8	109.0	102.8	9.06
★ Charlotte	509.4	109.0	102.8	20.63
Durham	404.7	96.0	90.6	8.58
★ Greensboro	771.7	120.9	114.1	18.29
★ Highpoint	462.5	113.5	107.1	5.18
Raleigh	469.1	105.3	99.3	10.18
Salisbury	353.7	105.6	99.6	3.36
★ Wilmington	479.2	109.9	103.7	5.99
★ Winston-Salem	448.4	109.2	103.0	11.12

### North Dakota

★ Fargo	396.0	107.7	101.6	6.89
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### Ohio

Akron	386.2	101.9	96.1	35.65
Canton	370.4	103.7	97.8	16.52
Cincinnati	353.5	100.4	94.7	69.29
Cleveland	360.2	100.1	94.4	128.83
Columbus	396.5	104.7	98.8	53.73
Dayton	447.2	105.0	99.1	40.52
★ Elyria	548.1	112.3	105.9	5.81
Hamilton	515.6	101.9	96.1	8.92
Lima	407.4	100.4	94.7	7.74
★ Lorain	557.7	113.4	107.0	7.92
Mansfield	419.1	105.6	99.6	7.67
★ Middletown	500.8	106.8	100.8	6.21
Portsmouth	397.5	96.8	91.3	6.40
Springfield	370.1	100.4	94.7	9.66
★ Steubenville	295.5	107.5	101.4	5.94
Toledo	398.1	105.9	99.9	44.59
★ Warren	482.7	109.9	103.7	8.93
Youngstown	339.3	101.4	95.7	23.04
Zanesville	307.8	100.4	94.7	5.11

### Oklahoma

★ Bartlesville	455.7	107.8	101.7	3.19
Muskogee	320.0	101.2	95.5	3.52
★ Oklahoma City	467.7	109.6	103.4	36.53
Tulsa	542.1	104.2	98.3	31.28

### Oregon

★ Eugene	677.3	118.7	112.0	10.43
★ Portland	448.0	114.1	107.6	69.98
Salem	476.3	102.4	96.6	8.24



## REACHES 62,000 NORTH JERSEY FAMILIES

Passaic-Clifton, N. J., ranks 72nd in the nation in effective buying income . . . with more than \$171,457,000 in retail sales, according to Sales Management.

You can effectively reach the more than 62,000 families that spend this money in Passaic-Clifton with only one newspaper, the Herald-News . . . the North Jersey newspaper with the largest circulation in Bergen and Passaic Counties.

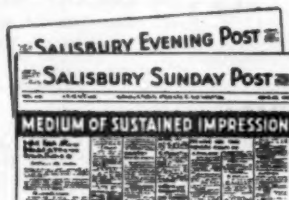
## THE HERALD-NEWS OF PASSAIC-CLIFTON, N. J.

New York General Advertising Office—James J. Todd, Mgr.  
18 East 41st Street, New York 17—Murray Hill 5-0131

# SALISBURY

## North Carolina

- Center of Industrial Carolina.
- Major Consumer Market, served by one, and ONLY ONE NEWSPAPER . . . The Salisbury POST . . . at ONE LOW COST.
- Generous merchandising support.



Salisbury, North Carolina

## Add the MAGIC Touch of COLOR in ALTOONA

Add reader-pulling color, matched to your exact specifications in the Altoona Mirror every day.

Use the combination you want

**Black plus 1 COLOR**

or

**Black plus 2 COLORS**

Remember, color adds pulling power to your story, helping you sell ALL the over 33,000 daily circulation of the Mirror.

**ALTOONA, PA.'S ONLY EVENING NEWSPAPER**

**RICHARD E. BEELER**  
Advertising Manager

# Altoona Mirror.

## HIGH SPOT CITIES

RETAIL SALES FORECAST  
(S.M. Forecast for June, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	June
1939	1954	1954	1955

### Pennsylvania

★ Allentown	372.5	107.3	101.2	15.42
Altoona	287.1	99.0	93.4	7.81
Bethlehem	387.6	102.2	96.4	7.17
Chester	435.7	104.4	98.5	9.76
Erie	448.4	103.0	97.2	18.43
Harrisburg	360.0	99.3	93.7	15.41
Hazleton	294.4	100.0	94.3	4.24
Johnstown	297.7	98.9	93.3	9.08
Lancaster	321.1	103.2	97.4	9.76
Norristown	391.0	105.6	99.6	5.63
Oil City	301.2	100.9	95.2	2.50
Philadelphia	359.5	102.3	96.5	234.49
★ Pittsburgh	370.7	111.2	104.9	106.39
★ Reading	353.6	107.3	101.2	16.48
Scranton	275.8	101.8	96.0	13.21
Wilkes-Barre	308.5	101.8	96.0	10.89
Williamsport	345.5	97.0	91.5	6.15
York	336.6	97.0	91.5	8.55

### Rhode Island

★ Newport	374.3	110.9	104.6	4.23
★ Providence	302.7	106.3	100.3	33.93
Woonsocket	327.4	105.0	99.1	5.37

### South Carolina

★ Charleston	433.9	109.9	103.7	10.76
Columbia	473.9	99.5	93.9	13.41
★ Greenville	539.2	116.3	109.7	11.97
Spartanburg	471.5	98.1	92.5	7.45

### South Dakota

Aberdeen	491.4	104.6	98.7	3.98
Sioux Falls	391.9	98.2	92.6	7.76



**NEWPORT**  
RHODE ISLAND

### A TOP NOTCH SALES MARKET

Highest family income of all cities and counties in the state — plus U. S. naval expenditures of \$64,000,000 a year — plus

Summer vacationists make this a must market for that big sales job ahead.

You can sell this high income market through Newport County's only daily.

**The Newport Daily News**

Rep. by Julius Mathews Special Agency, Inc.

## \$15,411,000 Retail Food Sales in NORRISTOWN, PA. and Naturally Big Food Advertising in Norristown, Pa.

4 GREAT  
CHAINS  
BOUGHT

558,000 lines  
DURING 1954

15 LOCAL  
INDEPENDENT  
GROCERS  
BOUGHT

520,520 lines  
DURING 1954

GENERAL  
ADVERTISING  
LINAGE

123,523 lines  
DURING 1954

Total Food Linage in  
1954—1,202,043 Lines

**Times Herald**  
NORRISTOWN, Pa.

Represented by  
The Julius Mathews Special Agency

## Why Pass Up An Extra \$59 Million?

When you sell Rhode Island, remember . . . there are \$59 million total retail sales in Woonsocket which you can't hope to cash in on except through THE CALL (S.M. '55 Survey). Why pass up this extra \$59 million when you can blanket Woonsocket easily and economically through its one-and-only local daily, the —

**WOONSOCKET  
CALL**

Representative: Gilman, Nicoli & Ruthman  
Affiliated: WWON, WWON-FM

COVERS RHODE ISLAND'S  
PLUS MARKET

# NEW HOPE

## in the battle against

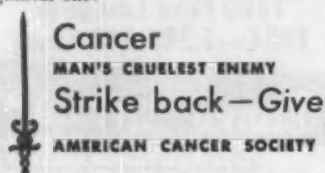
# CANCER

THE FIGHT against man's cruellest enemy is far from won. If present rates continue, 23 million living Americans will die of cancer—230,000 *this year*. And thousands of these will die needlessly—through cancer that could have been cured if treated in time.

ALL THE SAME, there have been victories. Thousands who once would have died are being saved—thanks, in part, to your donations to the American Cancer Society.

AND, LAST YEAR, the Society was able to allocate \$5,000,000 of your donations to research aimed at finding the ultimate cure for *all* cancer. That's more money than ever before.

MUCH MORE, of course, remains to be done. So please make *this year's* gift a really generous one!



## IDEAL HOUSE FOR SALE

In Long Island's most beautiful area, surrounded by North Shore estates, nearly-new award-winning ranch house in Glen Cove. Mile from excellent beaches for swimming, fishing, boating. 80 x 100 plot, big oaks, dogwoods, crabapples, superb landscaping. 29-ft. living rm., fireplace, 3 big bdrms., 1½ baths. Electric kitchen, range, refrig., washer, dryer. Newly re-decorated. Oil furnace. Breezeway, patio, garage, attic. Sewers. Near fine schools, shops. \$18,500 firm for quick sale. Can assume 4% mortgage if desired. Box 3122, Sales Management.

... for full  
population, sales  
and income data  
on these cities  
see the **MANAGEMENT**  
**Survey**  
**Buying Power**

**MANAGEMENT**  
**Survey**  
**Buying Power**



## HIGH SPOT CITIES

### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	June
1939	1954	1954	1955

### Tennessee

Chattanooga	459.5	105.4	99.4	21.87
★ Knoxville	461.8	108.8	102.6	20.69
Memphis	457.1	104.2	98.3	52.70
★ Nashville	449.3	107.5	101.4	30.73

### Texas

★ Abilene	697.5	111.8	105.5	8.51
★ Amarillo	663.1	116.3	109.7	14.92
★ Austin	528.2	111.6	105.3	17.96
Beaumont	501.2	98.3	92.7	12.88
★ Corpus Christi	728.8	112.9	106.5	19.75
★ Dallas	566.0	110.9	104.6	83.26
★ El Paso	607.5	109.7	103.5	20.23
★ Fort Worth	675.0	110.6	104.3	53.39
Galveston	452.1	103.1	97.3	9.54
★ Houston	560.1	106.3	100.3	92.47
Laredo	537.8	99.7	94.1	4.41
★ Lubbock	971.5	129.1	121.8	17.39
★ Port Arthur	471.3	110.6	104.3	8.20
★ San Angelo	510.7	109.8	103.6	6.69
★ San Antonio	589.8	112.7	106.3	51.67
Texarkana	510.0	99.7	94.1	6.63
★ Tyler	501.4	117.1	110.5	7.12
★ Waco	626.2	107.9	101.8	13.15
★ Wichita Falls	503.0	110.2	104.0	10.06

### Utah

Ogden	506.0	103.5	97.6	8.40
★ Salt Lake City	429.6	112.8	106.3	27.71

### Vermont

Burlington	356.9	99.5	93.9	5.14
Rutland	291.8	98.2	92.6	2.86

### Virginia

★ Danville	526.3	106.2	100.2	7.00
★ Lynchburg	382.3	107.0	100.9	6.92
★ Newport News	606.2	111.9	105.6	9.76
★ Norfolk	589.3	117.9	111.2	31.88
★ Portsmouth	602.1	109.1	102.9	8.43
★ Richmond	399.3	107.2	101.1	36.78
★ Roanoke	443.8	106.2	100.2	13.67

### Washington

Bellingham	433.3	98.8	93.2	5.72
★ Everett	489.7	111.6	105.3	7.59
★ Seattle	424.6	109.2	103.0	75.32
★ Spokane	431.4	109.0	102.8	34.07
★ Tacoma	425.4	108.8	102.6	19.95
★ Yakima	444.8	107.5	101.4	8.63

### West Virginia

Charleston	376.9	96.5	91.0	14.06
Huntington	388.7	101.2	95.5	10.30
Wheeling	299.3	99.1	93.5	8.11

## Wisconsin

Appleton	406.6	104.8	98.9	5.53
Green Bay	342.7	100.3	94.6	7.71
Kenosha	448.5	103.1	97.3	7.40
La Crosse	406.5	104.8	98.9	6.91
★ Madison	365.5	107.9	101.8	13.78
Milwaukee	355.3	101.7	95.9	87.13
Dokkash	388.4	102.7	96.9	6.02
Racine	395.5	104.0	98.1	9.77
Sheboygan	349.0	97.0	91.5	5.41
Superior	282.4	98.9	93.3	3.53

## Wyoming

Casper	524.2	98.7	93.1	5.19
★ Cheyenne	460.7	107.1	101.0	5.39

### RETAIL SALES FORECAST (S.M. Forecast for June, 1955)

City	City	City	
Index	Index	Index	\$
1955	1955	1955	(Million)
vs.	vs.	vs.	June
1941	1954	1954	1955

## CANADA

365.5	102.0	100.0	1078.00
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## Alberta

Calgary	336.4	92.2	90.4	14.94
★ Edmonton	493.7	103.6	101.6	20.24

## British Columbia

★ Vancouver	393.2	103.3	101.3	48.91
Victoria	288.5	100.4	98.4	9.09

## Manitoba

★ Winnipeg	264.9	102.7	100.7	30.99
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## New Brunswick

Saint John	246.2	94.2	92.4	5.22
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## Nova Scotia

Halifax	228.8	97.4	95.5	10.02
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## Ontario

Hamilton	274.9	96.6	94.7	20.48
London	355.1	92.5	90.7	12.15
★ Ottawa	320.3	108.8	106.7	22.36
★ Toronto	321.6	105.4	103.3	110.16
Windsor	229.0	86.9	85.2	10.53

## Quebec

Montreal	316.6	101.1	99.1	106.97
★ Quebec	317.4	102.4	100.4	17.20

## Saskatchewan

Regina	313.3	93.6	91.8	10.18
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### ADVERTISING POSTCARDS and LITERATURE in 4 COLORS at BUDGET PRICES



You, like Kaye-Halbert, can secure advertising and sales promotional literature and postcards in full natural color at prices to meet a limited budget. Write today for samples and information to the nearest Crocker office.

Dept. S-6

#### H. S. CROCKER CO., INC.

SAN FRANCISCO, 720 Mission • LOS ANGELES, 2030 E. 7th  
CHICAGO, 350 N. Clark • NEW YORK, 100 Hudson  
BALTIMORE, 1600 S. Clifton

#### KEEP YOUR NAME IN YOUR CUSTOMERS' HANDS PROMOTIONAL PENS

Finest quality Ball Point Pens—Sensaproof Ink—Barker Approved—Interchangeable Cartridges. Imprinted with your name or trade-mark.

Also available in all chrome, all gold and in the new enameled pen and pencil sets, individually gift boxed. Write today for samples and illustrations.

#### DOVAL SALES COMPANY

Dept. SM, 158 W. 23rd Street, New York 11, N. Y.



**HANSEN  
STORAGE CO.**  
124 N. JEFFERSON ST.  
MILWAUKEE, WIS.  
WISCONSIN'S  
LARGEST AND  
MOST MODERN  
APPLIANCE — HANSEN STORAGE OF MADISON INC.

## THE SCRATCH PAD

By T. Harry Thompson



The date reminds me: June is a favorite at our house. Especially June Lockhart, actress, and petite pantologist of "Who Said That?"

School-kids will soon be singing: "Bye, Bye Blackboard!"

Dave Garroway has an apt title for Georgie Jessel: "Toastmaster General."

Dirty windows, a certain advertiser could say, are Gone with the Windex.

MEDICAL SUPPLIES: Just what the doctor ordered.

Wonder if any knife-sharpener ever used this slogan? "Never a dull moment."

"Father of 6 Held After Punching Income-Tax Aide." — *Headline.* They'll never convict him!

Some copywriter must have considered (and rejected!) this headline: "Down to the Seagram's in sips."

Sign in bake-shop: "Cakes, 66c. Upside-down cakes, 99c."

Neat headline by Remington Rand: "King Darius and the 64-drachma question."

Joe Marsh thinks juvenile delinquency began to climb when the garage replaced the woodshed.

In my possibly jaundiced view, too many announcers still sound like pitchmen when they give the commercial . . . raucous and repetitious and quite out of breath.

Defense Secretary Wilson has a sophisticated sense-of-humor. "Looking back," he said, "is like trying to make birth-control retroactive."

G. Gordon Hertslet, manager of customer-relations and advertising for Gaylord Container Corp., St. Louis, asks if we've heard about the suburbanite who bought a home because a friend said the neighborhood was full of *avid gardeners*, obviously confused with *The Barefoot Contessa*. He further thinks some food-advertiser might capitalize on the latest national hero with a leftover dish for youngsters called "Davy Croquette."

The best time for your ship to come in, it says here, is before you're too old to navigate.

Samm S. Baker, v-p of Kiesewetter, Baker, Hagedorn & Smith, New York ad-agency, has just published a pocket-size mystery-book, *One Touch of Blood*. He thinks you may be amused by a question Ad-Man Clark Clark asks therein: "Since a mystery-writer deals in dead bodies, would you call him a Man of Extinction?"

Copywriters At Work Dep't: Dodge has *Job-Rated* trucks. Chevrolet has *Task-Force* trucks. Ah, competition!

Of the six basic means of inducing people to buy goods beyond their absolute needs, *obsolescence* is most important, Harry Schacter told the Fashion Group of Chicago, as reported by *Retailing Daily*, relayed by Curtis News-Briefs.

## Summer Slump

Certain traditions have grown up with, and attached themselves to, sales and advertising. One of them is the Summer Slump. How much of it is *fact* and how much of it is *fancy*?

Let us concede at the outset that few of us buy coal or fuel-oil in summer, even when we are offered discounts to stock-up in the off season. Few of us think in terms of overcoats or blankets when the thermometer is in the gasping nineties. In brief, there *is* such a thing as seasonal selling.

But . . . isn't it fallacious to assume that most of our prospects migrate to Maine or Canada for the summer months, just as it is faulty to figure that "everybody" lights out for Florida or Southern California at the first snow-flurry in November?

Agency space-buyers traditionally plan for thin sched-

ules of advertising in summer, unless the client happens to be selling air-conditioners, soft drinks, or Palm Beach suits. Radio and television networks throw in "summer replacements" for the big-time shows we have watched or listened to all winter. On general principles, could they be wrong?

More and more, Americans are spreading their vacations over the year instead of concentrating them in summer. Less and less are cities and suburbs deserted in warm weather. Prove it by trying to get a seat in the subway or one at a ball-game. Even in Florida, business is excellent in summer.

People . . . millions of them . . . eat and drink in summer and keep cash-register bells jingling. They buy cars and the gas and oil to run them. They use tooth-paste and soap on a non-stop basis. Marketing in the main is on a continuing basis. Let's concede no Summer Slump!

## ACROSS

1. Above
2. Male nickname
5. Acts of selling
7. Salutation
8. Preposition
10. Pointed stick
12. Morning
14. Celestial body
16. BUYING ACTION
18. To hit
19. Expel



## Look what spells BUYING ACTION in 3 letters

One publication spells out advertising results you can measure—SALES LEADS you can convert into immediate orders. N.E.D. is read by men who are deliberately looking for products to buy... *and they do buy!*

There's a good reason why over 1250 sales-conscious advertisers are now using N.E.D. The reason is BUYING ACTION direct from over 42,800 worthwhile industrial plants to YOU.

Want documented proof? Write for a copy of "Pattern for SALES ACTION."

over 70,000 COPIES (Total Distribution) 210,000 READERS in over 42,800 PLANTS

A PENTON PUBLICATION

**NBP**

**BPA**

1213 West Third Street  
Cleveland 13, Ohio





# THE BEST MEDIUM TO GET BUYING ACTION!



Your advertising gets buying action which no other medium can match when you place it in the newspaper. More than any other medium, the newspaper gives people buying ideas. And in Chicago, the Tribune has the coverage and penetration that produce the greatest volume of sales.

The buying action of readers attracted to the Tribune during the twelve months ended Dec. 31, 1954, over \$55,000,000.00 in advertising—far more than was ever placed in a similar period in any other newspaper in the world. Manufacturers, retailers and want advertisers place more of their

budgets in the Tribune than they place in all other Chicago newspapers combined.

The people whose buying resulted in over \$55,000,000.00 in advertising are the people you want to sell. They are the ones who have greatest influence with retailers. They are the ones who can give your brand the market position you want it to occupy.

A Tribune representative will be glad to discuss with you a plan that will help you build a consumer franchise for your brand among the families who read the Tribune. Why not ask him to call?

## CHICAGO TRIBUNE

Chicago  
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New York City  
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220 E. 42nd St.

Detroit  
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Penobscot Bldg.

San Francisco  
Fitzpatrick Associates  
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Los Angeles  
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